AMERICAN UNIVERSITY OF BEIRUT

UNCOVERING MULTI-LEVEL BARRIERS
AND ENABLERS TO WOMEN'S CAREER DEVELOPMENT
IN THE UAE

by
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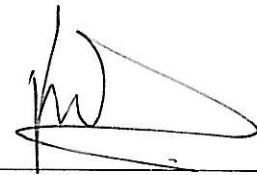at the American University of Beirut

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AN ABSTRACT OF THE PROJECT OF

Gabriel Farid Bardawil   for   Master of Human Resources Management
                                 Major: Human Resources Management

Title: Uncovering Multi-Level Barriers and Enablers to Women's Career Development in the UAE.

The purpose of this paper is to identify the multi-level barriers and enablers to women's career development in the UAE.

In addition to a thorough literature review, this paper draws on data from 12 structured in-depth interviews conducted with Emirati women who are working in both public and private sector.

All the participants have been recruited by email or via LinkedIn. Emails and LinkedIn profiles were collected through public platforms available on the Internet and on different blogs and forums. Once collected, an introductory message was sent to the participants. The communication explained to them the objective of this study. Debriefing will be provided to all the participants, and results of the research will be presented upon request once the study is completed.

A preliminary literature review suggests that cultural, religious and social norms have set the position of women in the UAE society and affects directly, or indirectly the career development of the Emirati women. Furthermore, the UAE's government often tries to generate policies and initiatives to encourage and help Emirati women in their carriers, specifically with their career development. On a meso level several private sector companies encourage Emiratisation via wage subsidies, wage restraint for government employees, charges as well as quotas on expatriate labor, and employment targets for UAE nationals. Flexible work arrangements policy is one of the widespread policies adopted by several companies across the UAE. These implications affect the perception of the Emirati women on an individual level where we see more and more women breaking the traditional view that women are homemakers and participating and excelling in the workforce.

Keywords: Emirati Women, Career Development, Barriers and Enablers, UAE.

CONTENTS

Appendix

TABLES

ix

To

My Beloved Daughter
My Little Princess

CHAPTER I

INTRODUCTION

Globally, when gender equality in the workplace is mentioned, several articles indicate that woman have been entering the workforce and reaching executive positions more and more in the past decades. Kelly (2010) mentions that in the United States women employment has evolved since the Equal Right Pay Act and Civil Rights Act, yet women are still paid around 23 percent less than men and only 3 percent have reached chief executive positions in Fortune 500s. While the US, Europe and some Eastern countries have been focusing on such fundamental issues for a while, the concept of gender equality remains relatively new in the Arab World, and specifically in the GCC (World Bank Gender Stats, 2009).

The United Arab Emirates (UAE) is one of the countries exerting the most effort in breaking gender inequality amongst professionals. H.R.H Sheikh Zayed Bin Nahyan, late ruler of the United Arab Emirates once said "Nothing could delight me more than to see the woman taking up her distinctive position in society… Like men, women deserve the right to occupy high positions according to their capabilities and qualifications" (Swaroop, 2007). Shortly after this well-known speech, in 1971, a federation giving the rights for women to take part in the workforce was created in the UAE constitution. Since 1971, several important milestones have been placed in relation to the empowerment of women in society and specifically in the workforce. The latest important milestone, the Dubai Woman Establishment; created in 2006, is a full-fledged governmental entity with a purpose to: "increase women's participation, retention, and representation across key economic and social spheres; through DWE's

strategic framework which defines the needs of the key target segments that the organization will address." As of 2008, women in the United Arab Emirates make up 59 percent of the local labor force across several fields including engineering, science, healthcare, media, computer technology, law, commerce, education, government, and the oil industry (Goby & Erogul, 2011).

According to 2005 figures from the UAE Businesswomen Council, about 40 percent of women work in the public sector, 18 percent in the private sector, 29 percent work as representatives of various organizations, 7.6 percent are self-employed, 7.3 percent participate in partnership ventures, and 6 percent work in business. It is clear that Emirati women prefer working in the public sector, mainly due to the well-known reduced working hours, stable jobs and extended holiday periods. Furthermore, as per the UAE Ministry of State and Federal National Council Affairs article published in June 2007, UAE women comprise over 40 percent of all employees in education, at least 35 percent work in the health sector and approximately 20 percent in social affairs. One out of every three doctors, pharmacists, technicians and administrators is a woman. Continuing this trend, the Faculty of Medicine and Health Sciences at the Emirates University is attracting more female applicants than male applicants.

Even though women's concentration in the workforce might seem different than that of men's, they have been increasingly climbing the career ladder in both private and public sectors. What could the multi-level barriers and enablers to achieve such positions be?

Research Questions

Several questions have fueled this research narrowing down the objective of this field project to be "Uncovering multi-level barriers and enablers to Emirati

women's career development in the UAE" by focusing on the individual, organizational and national level.

The main purpose of this research is to describe the multi-level barriers and enablers to women's career development in the UAE. Specifically, this study is focusing on multi-level analysis: At the individual level (background of the target population, social class, and family structure); at the organizational level (culture and HR policies) and at the national level (governmental regulations, cultural and traditional aspects, etc.). When focusing on the individual level, we try to understand the motivators that push Emirati women into pursuing a career and progressing along the career ladder. On the other hand, and for several motives, some Emirati women could have special cases or valid reasons to opt for not joining the workforce and focusing on other aspects of life. At an organizational level, we try to understand the link between the firm's role in supporting and training the Emirati women and helping them to achieve higher positions or on the contrary, be the reason for which they lose interest in fighting and progressing in their firm. Finally, the national level focuses on the society, organizations and individual's perception on women's career development and employment. To achieve this aim, this study is guided by the following research questions:

- To what extent do individual factors of Emirati women affect their career progression in an organization?

- To what extent do organizational factors affect the career progression of Emirati women?

- To what extent do national factors affect the career progress of Emirati women?

- How do women navigate around these local realities to achieve career

progression?

When tackling the individual level, dimensions such as the background of the Emirati professional, social class and family structure can certainly be enablers as much as they can be barriers. We live in a region where the image of the family, culture, religious and social norms are critical influencers in whether the Emirati woman is driven by her career or more motivated in staying home and focusing on her family. At an organizational level, depending on whether the firm or public entity encourages flexible timings, part-time opportunities and or telecommuting can be key factors in encouraging a woman to focus on her career development. Furthermore, even if an Emirati woman might be very motivated and career oriented, the fact that a job requires her to travel overseas might be a challenge as there is a strong social disapproval of women traveling alone (Rashid, 2010). Finally, if we look at the national dimension, it is clear that the Leaders of the UAE support and put pressure on the Emirati government to facilitate the employment of Emirati nationals in the workforce. Although this might be a plus and an enabler for women working in different industries, governmental regulations may not be enough to overcome the cultural and traditional aspects that could potentially block the motivated Emirati women in achieving high positions through a healthy career path.

This field project starts with a general literature review about women's employment in the west along with women's career barriers and enablers for success in general. Then, situating this literature in the Arab world and in the UAE more specifically, we present a review of the multi-level factors that support and/or hamper women's career progression. We then present the results of our empirical investigation among 12 women working in the UAE, then discuss our results in light of the literature

and provide recommendations for HR practitioners on how to facilitate women's career

progression in that context.

CHAPTER II

LITTERATURE REVIEW

Oxford dictionary defines empowerment as "Give (someone) the authority or power to do something". Recent global trends indicate the empowerment of women in the workforce to build their careers and in some cases to hold leading roles and positions. In their article, Ogden, McTavish & McKean (2006) mention the rise of women in the labor force in Western-industrialized countries over the last 30 years including progress in embracing managerial roles. As per these authors, females comprise 45 percent of the UK workforce following a steady increase during the last 20 years. According to the U.S. Bureau of Labor Statistics (2013) in the past 4 decades women have made a considerable impression and changes in the labor force as of 2011 and they accounted for 47 percent of all employed persons 16 years of age and older. When it comes to salaries in relation to equality amongst sexes, the USA has also made significant progress. As of 1979, full time working women earned 62 percent of what men did; however by 2011, full time working women's earnings were 82 percent of men's.

However, these impressive figures and progressions do not come without their shortfalls. Even though women in the western nations are developing their careers and holding senior positions, particularly in the public sector and government roles, they are falling short when it comes to international job opportunities (Hutchings, Metcalfe & Cooper, 2010). Recent research polls indicate that only 14 percent of expatriate jobs posted outside of the USA are represented by women and less than 5 percent outside Europe, even though research suggests that these opportunities, in some cases, are better

positioned to be handled by women (Hutchings *et al.*, 2010). Dissecting the UK's pattern, we can witness that out of the 52 per cent of women participating in the workforce in financial services, only 29 per cent of managers are females (Ogden, McTavish & McKean, 2006). This ratio is slightly inferior to the average figures of the complete private sector which are 40 to 28 percent. Even though only in the age group of 20 to 34 years old do males outnumber females in the United States (U.S. Bureau of the Census, 2013) and women continue to increasingly be part of the workforce, the percentage of these women that advance further than mid-level careers and in to senior management is quite low (Thomas, 2005). In Fortune 500 companies, only three to five percent of senior managers, vice presidents and above were women while 95 to 97 percent were men. Furthermore, women on the board of directors in Fortune 500 companies represent less than 10 percent of employees on the board and in Canada, women is senior level managerial positions can rarely be found (Thomas, 2005).

Women's Careers in the West: Barriers and Enablers

Historically, studies have been pointing out that women carrying a managerial role have been exposed to more stress than men (Cooper & Davidsson, 1982; Greenhaus & Beutell, 1985; Jick & Mitz, 1985; Hewlett, 2002). Most of these authors pointed out that woman often feel stressed when working outside of their home as the burden of childcare and household falls on their shoulders and that they tend to go back home and have a "second work day". Another major factor that is directly affecting the stress level of professional women is the concept of the glass ceiling that emerged in the 1980s. This concept refers to the invisible barrier that prevents women to advance into managerial positions regardless of their qualifications (Morisson, White & Van Velsor, 1987). Recent studies also indicate that women's career advancement is slow and

uneven depending on countries and their cultures (Barreto, Ryan &Schmitt, 2009; Burke, 2009; Burke & Mattis, 2007; Helfat, Harris & Wolfson, 2006). A simple example used in Tarr-Whelan's book (2009) shows that while some countries such as the US where ranked 37th in the world in women's participation in politics in the 90's, women's participation has dropped in a period of 10 years and they are now ranked as 69th. On the other hand, Norway has introduced a law in 2003 that forces public traded companies to have 40% of women on their boards and the quota has been reached in less than 5 years (Hoel, 2008). Apart from these 2 extremes, a study conducted by Davidson and Burke (2011) shows that although several countries such as Canada, Mexico and New Zealand have existing legislations in place to support women's employment, most are general and need to be more thorough. Moreover, the interest and support of organizations in developing initiatives to support women's career advancement varies widely as companies in Canada, the UK and the US are the most proactive whereas employers in Argentina, South Africa, and Turkey seemed to be the least proactive in this matter. Lastly, compared to 5 years ago, more and more organizations receive pressure by governmental associations to support women's advancement.

Nowadays, women are becoming an increasing economic force in terms of their purchasing influence and power. For example, women control around 20 trillion USD in consumer spending (Silverstein & Sayre, 2009). Women are increasingly gaining importance in the workplace as they represent the largest market opportunity in the world (Wittenberg-Cox & Maitland, 2008). Davidson & Bruke reinforce the fact that women have been participating more and more in the workplace where they mention in the new version of their book "Women in Management worldwide" that women's participation in the workforce has increased in all the areas that they studied

(except for Turkey and China). Women have been reaching powerful positions in society which have been previously dominated by men (Webster, Beehr & Elacqua , 2011) and some are even claiming that the glass ceiling has been "broken" as per Pelosi (Palmer & Simon 2010).

In a study conducted in 2006 by the IESE Business School, 145 women in different sectors, positions and branches in industry participated in their survey and 9 main barriers have been identified when it comes to women career development. These barriers were: the corporate culture, other priorities, lack of flexible policies, lack of career opportunities, lack of support from the superior, family responsibilities, lack of self-confidence, lack of dedication and the lack of professional competencies. On the other hand, 4 main components that helped these women progress in their careers were the external support component (professional mentor, luck, friends and developmental policies), the spouse component (emotional support and partners opinion), the personal component (values, motivation and personality), and the professional component (training, time management and career strategy).

Another study shows that the enablers and barriers of the career progression of a woman manager can be factored into two categories: perceptual and structural (Ogden, McTavish & McKean, 2006). Perceptual factors can be best described as androcentric or male centered and include views of organization and management. Tying into the works of Ogden *et al*. (2006), the stereotypical good manager is seen as mainly masculine and the "male experience" is perceived as the natural standard and norm for management. Previous studies have shown that women hold these beliefs and perceptions just as strongly as men but more recent studies have shown a change in attitude - especially women's (Ogden, McTavish & McKean, 2006).

Having said all the above, it is very important to note that cross-national

differences have a direct impact on women's employment (Pfau-Effinger, 2012) hence their career development. Specifically, in the AME regions, there are many obstacles that prevent women from fully benefiting from their political, civil, legal and economic rights (Kelly & Breslin 2010). From this point onwards, the literature review will be focusing on the AME context in regards to women's employment and then focusing on the Emirati women's carrier barriers and enablers.

Women's Careers in the Arab World: Barriers and Enablers

While it is true that the focus on women employment and career is a very new area of interest in the Middle East and Arab world, many authors are intrigued by this topic and more and more research is being developed, for example articles by Karam & Jamali (2013), Afiouni (2014), Afiouni & Karam (2014). These articles look at the women's careers in the Arab Middle East while getting a deeper understanding of organizational influences and how these can in turn affect career selection from a social, cultural and organizational perspective. Karam & Afiouni (2014) seek interest in the level of academia and experiences within higher education across the Arab Middle East and North Africa while Kassem (2012), Metcalfe & Woodhams (2012), Yaseen (2010) and Omair (2010) look at women managers in the United Arab Emirates and consider the different types of career development (progressive, moderate, facilitated and idealistic) and the underlying enablers that allow progression. Finally, Tlaiss & Kauser (2010, 2011) focus on women's careers in a specific location such as Lebanon. Another area of interest is the general trends and directions of gender diversity in organization or specific traits that women managers have or need to be able to reach their positions such as Omair's article.   This focus comes in hand with the fact that number of Arab women that are entering the workforce is increasing over the past decade (Yaseen, 2010).

Unfortunately, even with this significant progress, an article published in Arabian business, entitled *GCC still lags world on gender equality*, states that even in 2011, the Arab World is lagging behind the rest of the world in terms of gender equality as out of 135 countries, "no Middle East country is in the top 100 of 135 nations covered. In the Gulf region, the UAE was the highest ranked in 103rd position, followed by Kuwait (105), Bahrain (110), Qatar (111), Oman (127) and Saudi Arabia (131)". When it comes to employment gap, countries such as the UAE do not have a wide employment gap in terms of gender, but others like KSA are still behind the world's average female labor market participation by more than 40% (World development indicator, 2012).

In general, women in the Arab region struggle to find appealing jobs and have to put significant effort to overcome social barriers mainly related to gender differences and the dominant religion of the region, Islam (Yaseen, 2010). Other authors discuss that traditional values and beliefs, rather than religion, are the main reasons for the inequality between men and women (Rozario & Hildson, 2006) that is mainly caused by strong masculine societies in Arab countries (Hourani, 2013). As a result of these societal beliefs, gender inequality directly affects the dynamics of the workplace which segregates between women and men and causes employers to find men better suited for jobs including leadership and politics (Kassem, 2012). Furthermore, Arab women who attained leadership roles in organizations had to work harder compared to men to be able to prove themselves and get recognized for their work in public services (Yaseen, 2010).

In the AME region, progress in helping Arab women with their employment is evident however; there are still large discrepancies amongst the AME countries themselves (Karam & Afiouni, 2014). This discrepancy can clearly be spotted by the simple fact that while some of these countries mandate up to 14 weeks of maternity

leave to the employed women, there are still some countries, which only provide as little as 7 weeks of maternity leave as per The New Arab Women Forum statistics, 2009. Furthermore, while women typically used to seek employment in the health, education and social care sectors (Hutchkings, Lirio & Metcalfe, 2012) a recent study done by Moghadam (2010) indicates that this employment trend is shifting as more and more women are following the globalization trend and are moving into global and financial services, consulting firms, banks, etc. In general, women are proving themselves more and more in the workplace in the AME region by positively contributing to the bottom-line of the business and establishing themselves as successful employees instead of being labelled as only successful when it comes to caring for their homes (Karam & Jamali, 2013).

An interesting research done by Karam & Afiouni (2014) has summarized the different components of the situation of Arab women and their participation in the workforce. The first category being the macro level contextual factor that includes socioeconomics and demographic factors, the fact that the Arab countries are patriarchal and mainly Muslim countries , legal and governmental initiatives that directly affects the employment of the women in the AME region, family networks and finally the western-based globalization. On the other hand, they also identified the driving forces of change as a result of the growing number of women movements in the region combined with personal initiatives of the Arab women.

The United Arab Emirates

The United Arab Emirates is one of the most recent countries in the Gulf countries and is witnessing a momentous economic growth. In February 2010, as per the official website of the ministry of the cabinet affairs, His Highness Sheikh Mohammed

Bin Rashid Al Maktoum, UAE Vice President, Prime Minister and Ruler of Dubai, initiated the "UAE Vision 2021″. This vision can be simply summarized as an ambitious national charter that calls for the UAE to take its place among the best countries in the world by 2021. To reach this vision, the UAE recognizes the need for Emirati women in the workforce. In 2004, the UAE appointed the first female minister, which was somewhat unusual for the region at the time. Nowadays several women, as per Booz & Co's Empowering the Third Billion, have assumed very senior positions in both the private and public sectors, such as CEO of Jafza (free zone area) and Tecom business parks (government entity), COO of Al Jaber Group (a multinational contracting company), etc… . This is reinforced by a report circulated by Cass University which shows that the United Arab Emirates (UAE) is in fact one of the few countries striving to achieve gender equality amongst professionals. As per Dr. Fatima El Shamsi during an interview with Khaleej Times, "Despite the low ratio of women's participation in the markets in the GCC region, the percentage has improved over the years to the current 15 to 24".

One of the main factors driving the employment of Emirati men and women is Emiratisation. The concept of Emiratisation or Localization has been vastly heard of within the GCC countries (Forstenlechner, 2008) and the UAE's council of ministers decided to apply Emiratisation to both public and private sectors as early as 1990. As per the Middle East Strategy Advisors, shared responsibility of the Ministry of Labor and Social Affairs and the National Human Resources Development and Employment Authority (TANMIA) provides UAE nationals with employment, training and development opportunities (Middle East Strategy Advisors, 2006). Furthermore, in the UAE labor law, there is a specific quota that indicates that four percent of the manpower of companies with more than 100 employees should be UAE nationals.

Yes, more and more women are entering the workforce, and it seems that the government is playing a major role in empowering the position of the Emirati women. On the other hand, the Emirati societies' religious, social and cultural norms have dictated the position of women (Nelson, 2004). These beliefs and views about women and their employment have negatively affected women's education and careers due to the geographical mobility and women's access to mixed spaces (Nelson, 2004). Additionally, Emirati women usually choose non-traditional male jobs that keep them with very few options (Roudi-Fahimi & Moghadam, 2003) which certainly affect their motivation at work and indirectly impact their career development. In Omair's article (2010), she notes that in the UAE, Oman and Bahrain women in managerial roles faced, during their careers, discrimination at work, cultural restrictions, negative attitudes and lack of trust in women managers.

Overview of the barriers Emirati women face in their career

National Level

Cultural, religious and social norms have dictated the position of women in the UAE society. Under these aspects, girls were socialized into the nurturing roles of mother and wife, rather than encouraged to develop careers (Nelson, 2004). This trend has changed over the past few years with the help of government initiatives and recent support Emirati women are receiving from their fathers to obtain higher education before marriage and to pursue a career after graduation (William, Allis & Williams, 2013). However; there remains other issues that limit women's employment choices.

When we look at Hofstede's cultural dimension, the UAE appears to be a country with a high level of collectivism and masculinity (Hofstede, 2001). By definition, collectivism refers to having high values on groups, loyalty, devotion, etc…

So this society reinforces the value of family obligations which, as mentioned by Pringle and Mallon, shapes the aspirations and professional achievements of each person (2003). The Emirates culture has always been seen as "patriarchal" with all family related issues, protection, and financial support under the male's authority (Barakat, 1993).

Gender mixing is a significant barrier for the women in this part of the world (Syed, 2008). In the workplace, competition to achieve managerial positions is unfair to Emirati women given the low participation rate in the workforce; the ideology is that women should be modest (Essers & Benschop, 2009). The idea of women modesty directly interferes with Muslim women's participation in public life and in a work environment (Syed, 2008). Living in a Muslim country which dictates that every commercial, residential, educational and industrial area should be surrounded by at least one mosque, it is only normal for the majority of the Emirati nationals to be believers and followers of the Islam religion. Storti is quoted in Syed's article mentioning that, at the workplace, a woman is ''considered provocative and offensive . . . upsetting the male order and his peace of mind'' (Syed, 2010). He also talks about the veil and the house being the two locations where Arab woman should spend most of her life. This ideology, faced by women in the UAE, certainly affects them and the men around them when it comes to competing in the workforce and climbing the career ladder. In addition to Islam and patriarchy, the concept of family centrality is an important concept that dictates women career choices and patterns as evidenced by Afiouni (2014). It is widespread in the AME region that family is very present when women define career (Afiouni & Karam, 2013) and that a decision in one area directly affects the other (Omair, 2008).

Organizational Level

Emirati women currently comprise half of the workforce, but they are still under-represented at senior levels. As a result of the labeling, scrutiny, and stereotyping received as they attempt to grow within any organization (Omair, 2008), they are obviously reluctant to choose the employment and long term career path and would rather focus their efforts in caring about her family or, in some cases, opening their own business. Furthermore, the gendered nature of the organizations directly affects the relationship between women and men, and among women themselves at various stages of the corporate pyramid (Omair, 2008). Consequently, Emirati women can be demotivated by the fact that their career development is different than male colleagues within the same role.

In the UAE, like everywhere else, women face more limitations throughout their careers than male colleagues, primarily because of gender stereotypes in decisions to do with recruitment promotions and in evaluations (Rhode & Kellerman, 2007). These limitations often come from the ideology that a woman's place is at home caring for the family needs and does not have the capabilities required to progress into managerial positions. Although the country has had a significant improvement in the way females are seen in society and workplace, there still are assumptions that men are more capable to become managers and leaders than women (Yaseen, 2010)

This perception significantly impacts Emirati women's opportunities for career development, and as mentioned by Omair (2010) women are less likely to reach managerial positions due to the very strong notion of "glass ceiling". In the UAE, like in the Arab world in general, there is a very solid attitude that relates to the "male" way of thinking to be associated to managerial thinking (Tlaiss & Kauser, 2010; Omair, 2010). In the IT sector for example, the career progression of Emirati women is very much

linked to gender discrimination and is directly affecting the structure of the industry and the attitude towards women's employment and career development (AlMazrouqi & Forster, 2011).

In the private sector, which constitutes a considerable portion of the businesses in the UAE, the national's reputation precedes them as being less productive than expats; consequently, they are unwilling to employ them (Cameron, unpublished). From a remuneration standpoint, nationals receive a higher pay rate versus non-nationals (Al Ali, 2008), translating into higher costs for firms. So even if companies end up hiring Emirati women for compliance purposes, the fact that they are seen as less productive than expats, as Cameron mentioned, and the fact that a company could have hired a 'cheaper' person to deliver the same amount of work, would certainly shift the Emirati employees from the high performer's lists and from the employees the firm is willing to invest in and develop. Furthermore, to top the barriers mentioned within the private sector, there is the gender bias that accentuates the resistance of companies to recruit Emirati women as, on top of the bias already spread regarding Emiratis, the bias becomes even stronger when Emirati women and men are seeking to enter the workforce (Harry, 2007). Another important aspect we need to consider here is the pay inequity between man and woman which is a big demotivation for someone focusing on their career. Recent studies have shown a clear dissatisfaction when Emirati women talk about the monetary aspect of their careers (Tlaiss, 2013) which is a general trend in the Arab region (Tlaiss & Mendelson, 2013).

Individual Level

While we already discussed that Emirati women are the majority of the local population registered in universities and higher education, the fact that the UAE is still very much focused on religious traditions negatively influences Emirati women's

education and the experiences they get from their studies. In governmental institutions for example, the classes and majors are segregated on the basis of gender which significantly reduces the classroom dynamics. Moreover, when it comes to fields and course choices, often government colleges do not have the adequate faculty members and staff to offer the courses to their entire student body which results in women not being able to pursue studies such as mechanical engineering (Nelson, 2004).

On the other hand, locals themselves are reluctant to take employment for several reasons, specifically within the private sector. Among these are the perception of lower private sector salaries and benefits compared to the public sector. Nelson justifies this statement by saying that while the law obliges the private sector firms to provide the same pension benefits as the public sector, generally they do afford staff fewer days off than the public sector. More so, the split shifts that are characteristic of most of the private sector are unattractive to nationals (Nelson, 2004). Emirati women also face a challenge whereby they are expected to work fewer hours than their husbands and have to make sure that their husbands are earning more than them and are also in a higher position (Marmenout, 2009). Lastly, a common practice in Islam is that Nationals have to pray 2 to 5 times during working hours which requires flexibility in hours.

The concept of family centrality briefly described above definitely impacted the willingness and the way Emirati women perceive their jobs and careers on an individual level. Like in most of the AME countries, when examining the work-family relations for women, the family always comes first when compared to an income generating career (Neal, Finley & Tensay, 2005). This comes hand in hand with the willingness of Arab women to focus on getting married and putting their efforts on raising their children (Farahat, 2009). For example, if a woman is currently working, she knows that she is expected to quit her job once she is married or, in case she

doesn't, take permission from her husband to do so (Metcalfe, 2006). Obviously, this will affect the motivation and enthusiasm of an Emirati woman when it comes to focusing on her career versus assuming her housewife role. Women who choose to focus on their public life and not have children are in fact "modifying" their roles and responsibilities rather than being within the norm of society (Karam, Afiouni & Nasr, 2013). To top things up, an interesting finding in Shallal's article (2011) shows that the 6th main reason for Emiratis' dissatisfaction in their jobs is the lack of childcare in the workplace which directly concerns Emirati women more than men and makes it harder and a bigger burden for these women to actually be focused on work and ultimately satisfied with their jobs.

Finally, many issues that have to do with the Emirati women not wanting to seek employment or to not be motivated by career choice comes from the way their families raise them. Jabeen (2010) came to the conclusion that several personality traits result from the interaction and negative responses received from their family. Furthermore, in his article, Jabeen (2010) found that the confidence of females diminishes dramatically during adolescence due to restrictions posed by their direct family. Fargues (2005) made it simple to understand that women in the Arab world are still not seen as contributors to the household economy but still seen as homemakers. Specifically, Emirati women tend to not care much about seeking employment as a large number and still think that the financial duties are the men's responsibility and men are supposed to take care of them (Omar & Davidson, 2001).

Overview of the Enablers Emirati Women Face in Their Career

It is true that women in the Middle East face several barriers when discussing their employment, career choice and development, but recent studies have shown that

women in the region are becoming highly educated, much more involved in businesses and engaged in official capacity building, and are being responsible for important roles in international NGOs and organizations (Hutchings *et al*. 2010). Omair (2008) mentioned that several women managers in the UAE and Bahrain came to the conclusion that successful career development is mainly associated to the support received from their family, educational exposure and the job opportunities provided by public and private sectors. She continues saying that internal drives such as determination focus on personal development and the ability to multitask. It is also important to state that women development and their focus on career growth has been supplemented by familial support and other external factors such as domestic workers who are supporting them in handling the home responsibilities by being hired as nannies, housemaids and drivers (Metcalfe & Rees 2010).

National Level

In the 1980's, His Highness Sheikh Zayed, ruler of the UAE, said: "Young women have the right to work in all spheres; there are no obstacles before them. We expect young women to support and to proceed with everything undertaken by their brothers, the youth of the United Arab Emirates, and that there will be fruitful cooperation between the young women and their brothers in the different spheres" (Al-Nahyan, 1987, p. 109).

Since then the UAE government has identified the need for a local participation in the workforce, including Emirati women, to limit the dependency on expatriates and foreigners (Al Ali, 2008). If we look at statistics, the Emiratis' unemployment rate has been increasing (Croucher, 2014) whereas the expatriates, which represent 75 percent of the population holding around 99 percent of the jobs in the UAE (Ali, 2011).

More specifically, the Emirati government has been showing a clear focus on

helping and supporting the Emirati women in participating in the workforce for more than a decade now. Since 2002, the government has recognized the importance of the Emirati women's contribution to the economy to the point that a "National Strategy for the Development of Women" has recently been approved with a mission to support the role of women in the development of the economy (Bibbo, 2002). Recently, H.H. Sheikh Mohammed Bin Rashid has launched the "Intelaq" project in order to encourage the participation of women in the governmental sector, and now women attain more than 50 percent of the government's jobs with 30 percent being in decision making positions (Omar, 2013). Furthermore, another important milestone for the Emirati women in the UAE is the creation of DWE (Dubai women's establishment) by Sheikh Mohammed Bin Rashid Al Maktoum – The UAE Vice President and Prime Minister, and Ruler of Dubai. The establishment is headed by Her Highness Sheikha Manal Bint Mohammed Bin Rashid Al Maktoum, wife of the UAE Minister of Presidential Affairs. As per their website, their mission is to increase participation of women in the economy & society through:

- Leveraging our public and private sector networks to create a positive perception about participating women,

- Capitalizing on DWE's knowledge to influence policies that are more conducive to Emirati women in the workplace and work-life balance opportunities, and,

- Providing services which directly address the multiple needs of participating women towards greater personal & professional development.

In addition to the official government initiatives, rulers and sheikhs also encourage females to play an important role in modernizing their country through public presence. For example, the wife of the then ruler of the UAE, Her Highness Sheikha Fatma said, in 2003, that the Emirati women have proved themselves and are

employed in every sector in the economy (Gallant and Pounder, 2008). Since then, she

has made several statements of the kind mentioning that the Emirati women are helping

the prosperity of the UAE and that they must change their image from the traditional

Arab women responsible for the household to becoming decision makers (Suliman &

Hayat, 2011).

Organizational Level

As for organizational enablers, several private sector companies encourage

Emiratisation via wage subsidies, wage restraint for government employees, charges as

well as quotas on expatriate labor, and employment targets for UAE nationals (Al-Ali,

2008). Flexible work arrangements policy is one of the widespread policies adopted by

several companies across the UAE. There are different types of arrangements related to

work flexible-time and location. Time related options vary between job sharing, part

time, compressed hours, flexi-times and staggered hours, while location arrangements

usually relate to working from home or telecommuting (Omar, 2013). If we take the

example of universities, Karam & Afiouni (2013) have found that the majorities of

these establishments in the AME regions have HR policies that accommodate the needs

of the Emiratis by introducing Hajj leaves, long compassionate leaves and regular

breaks which are used for prayer purposes.

Although many studies suggest that the Emirati population prefers being

employed in the public sector due to the working hours and higher wages

(Forstenlechner, 2008), a study shows that the average increase on the salaries of

Emirati women is 7.9 percent higher in the private sector than the federal government

and almost double the increases in local governments entities (Nelson, 2004). So even if

the recruitment salary in the public sector tends to be higher than in the private sector,

the dynamic salary changes can certainly be seen as a motivator for Emirati women to

stick to their jobs and focus on their career development in the private sector. Nelson (2004) confirms this when he speaks about private sector being related to profit-related pay incentive which "serves as a good motivation for the worker who is willing to perform a high standard in order to advance". Elanin (2010) finds that career factors such as job tenure are a stronger predictor in job satisfaction versus personal factors such as age. There hence exists a positive relationship between education, job tenure, job level, and job satisfaction and performance.

Another factor in the National Labor Force Survey Series that featured as a strong motivator was opportunities for promotion and career development. In his research, Forstenlechner (2008) found that more than half the participants were working in the private sector. Having said that, now the Emirati women are becoming more interested in employment in the private sector which creates more opportunities for them to work and prove themselves. On the other side, private companies continue to hire Emiratis, from a pool where educated females are higher than males, which by itself is a stronger enabler for Emirati women to enter the workforce.

After the creation of Tanmia (National Human Resource Development & Employment Authority) in 1999, three sectors (banking, insurance and hospitality) are facing explosive growth in Emiratis employment. For example, the banking sector shows a 29 percent share of nationals in the workforce (Mutawa, 2007).

Individual Level

When looking at the enablers from an individual perspective, it is clear that Emirati women are receiving more support to pursue education, hence, enter the workforce. As per the article "Women in the United Arab Emirates: A Portrait of Progress" published in June 2007 by the UAE Ministry of State and Federal National Council Affairs women in the UAE are in fact outperforming males at every educational

level. According to a PWC report, at 77 percent, "the UAE is registering the highest rate of females in higher education in the entire world." The United Nations also recognizes the UAE to be among the most developed nations in educating women. This automatically translates into a healthy women representation in the local workforce making up 59 percent of the UAE local labor force across a variety of fields including engineering, science, healthcare, media, computer technology, law, commerce, education, government, and the oil industry (United Arab Emirates Yearbook, 2008).

In their article, the employment of female nationals in the United Arab Emirates: An analysis of opportunities and barriers, Gallant and Pounder (2008) mention that the education in the UAE comes with certain constraint, but the UAE seems to deal with these constraints in an effective way. They mainly discuss the single gendered classes and the reduced educational impact behind such practices, but the increased access of online learning and privatization of universities in the UAE would compensate the lack of knowledge sharing caused by the gender segregation. Abu Dhabi University for example, which is the only private university in the capital, has mixed gender classes for its MBA program.

Other than the education, family and surrounding support, inflation is an interesting area to look into. Inflation, in addition to the rising cost related to the household, has also contributed to a more positive attitude towards work by Arab nationals, particularly women (Ali, 2011); Gallant & Pounder (2008) also mention in their research that educated women that can have access to employment are actually more and more desirable when it comes to marriage. Indeed, the additional salary received by the Emirati woman allows the family to send their children to private schools, which are significantly more expensive than public schools, and would add prestige the family.

In addition to the financial impact of the Emirati women's employment, which directly increases by climbing up the ladder, the new generation of the Emirati population has different views towards woman in managerial positions than the older ones (Mostafa, 2005). Mostafa's study also shows that although the Arab region is typically labeled with their patriarchal attitudes, modernity is significantly decreasing the negative view on women's employment and career development. The Emirati society is characterized as being in a transitional period, shifting from the traditional "Arab" culture to modernity (Jabeen, 2010). This transition comes along with the way men and families see the women's traditional house duties transitioning towards roles in the workforce.

Jabeen, 2010 also talks about an interesting topic which is the efforts put by the UAE Government in drawing attention of the Emirati society to empower women by enrolling them to universities and supporting them in working, hence getting financial independence. What Jabeen talks about is indirectly acting as a major contributor to shaping Emirati women's ambitions and dedication to participating and building a healthy career development. For the time being and following the GCC trends, only 2 percent of women are in high executive positions, 20 percent hold administration positions, 35 percent are in the national workforce while 80 percent are listed as household workers (Glass, 2007). As more and more Emirati women participate and succeed in visible careers, they provide a positive message that higher education and work is desirable and respectable (Gallant, 2006).

CHAPTER III

METHOD

The Sample

For the purpose of this study, a sample of 12 Emirati women residing in Abu Dhabi or Dubai has been recruited. Abu Dhabi and Dubai are the most populated areas in the UAE and while Abu Dhabi fosters most of government and semi-government firms, Dubai is abundant with global and local private companies. Furthermore, in order to capture information about the career development of these women, the recruits are holding managerial or supervisory positions or may be holding a consulting role in either the private or the public sector.

Table 1

Sample of 12 Emirati women residing in Abu Dhabi or Dubai

Names	Years of Experience	Sector	Marital Status	Kids
Baria	6 years	Semi-government	Single	0
Jamila	12 years	Semi-government	Divorced	2
Khadija	2 years	Government	Single	0
Malak	4 years	Semi-government	Single	0
Mounia	9 years	Private	Single	0
Nabila	6 years	Government	Single	0
Nawal	3 years	Government	Single	0
Nour	14 years	Semi-government	Married	2
Rawan	6 years	Private	Single	0
Saniya	6 years	Semi-government	Married	2
Yasma	4 years	Semi-government	Single	0
Yousra	5 years	Government	Single	0

Data Collection

This study will be reinforced by a one to one in depth semi-structured interview. The interviews will be a combination of phone interviews and Skype interviews or the questions were sent and returned via emails depending on the availability and willingness of the recruits. These types of interviews have been chosen after initially contacting the sample for a face-to-face interview which was refuted and all the interviewed women preferred to either answer these questions over the phone or via skype while some accepted to answer the questions only if they were sent by email.

All records that will result from these interviews will be kept with the 1st reader of this case study for a period of 3 years. The interviews will be drafted in both English and Arabic and used depending on the English literacy of the participant. They will also be transcribed and used as quotations to support the study. Copies of the transcriptions will also be presented.

All the participants have been recruited by email or via LinkedIn. Emails and LinkedIn profiles have been collected through public platforms available on the internet and on different blogs and forums. Once collected, an introductory message was sent to the participants. The communication explains the objective of this study. Debriefing will be provided to all the participants, and results of the research will be presented upon request once the study is completed.

Interview Questions

As shown in Appendix I, the interview questions contained eighteen open ended questions in addition to a set of direct questions concerning their demographics. The interview questions were designed to pinpoint the elements that support and help the Emirati women during their careers and, on the other hand, those elements that

negatively affect them in their employment. Participants were asked to identify the impact that some of the concepts identified during the literature review had on their careers in order for us to summarize and group the answers into career barriers and enablers that they encountered during their careers. Other questions were targeted to determine and understand the educational background and how the participants felt about education, the support they received from their families and surrounding societies, the reason behind them being employed and finally what advises would they give to young Emirati women that are starting off their careers.

Data Analysis

This paper adopted the conventional content analysis approach (Hsieh and Shanon, 2005) and used preconceived categories in order to support the three levels discussed in the literature review. Each set of data collected has been qualitatively analyzed using a thematic analysis. The transcribed interviews have been read and coded without the use of any specific program given the size of the sample population. The coding consisted of reading and highlighting the answers of each question asked. After going through the response transcripts (12 for each question) all the set of statements have been grouped in order to fit the three predetermined themes. The process continued until all statements were placed in a category. As a final step, all statements related to each theme have been merged and regrouped in order to finally come up with sub-themes and categories.

In the results section I have compared the themes, sub-themes and categories that have emerged from which allowed me to answer the research objectives.

CHAPTER IV

RESULTS

The results are presented following a brief description of the demographics collected from the 12 interviews. They are themed under meaning of work, career satisfaction, barriers and enablers. Each theme is then sub-themed to allow the reader further clarity on the outcomes that uncover the multi-level barriers and enablers for women developing their career in the UAE.

Table 2

Demographics

Names	Education	Status	Father education	Mother Education
Baria	Bachelors	Mid	High School	Diploma
Jamila	Bachelors	Top	Uneducated	Uneducated
Khadija	Bachelors	Mid	Phd	Bachelors
Malak	Bachelors	Mid	Bachelors	Masters
Mounia	Masters	Mid	Uneducated	Bachelors
Nabila	Bachelors	Mid	Bachelors	Diploma
Nawal	Bachelors	Top	Masters	Bachelors
Nour	Bachelors	Mid	Uneducated	Uneducated
Rawan	Masters	Mid	Bachelors	Bachelors
Saniya	Masters	Top	Diploma	Bachelors
Yasma	Bachelors	Mid	High School	Bachelors
Yousra	Bachelors	Top	Phd	Bachelors

Out of the twelve participants, two already hold a master's degree and the other ten are planning to pursue further education. Interesting to note, although all of the participants hold at least a bachelor's degree, one of the factors of selection, the

majority of their parents are educated as well. The participants' fathers educational

status can be segmented as only three uneducated, two have secondary diplomas and

seven have bachelor degrees and/or master's degrees. Looking at the participants

mothers, only two are uneducated, one has a secondary diploma and nine have bachelor

degree and above. This information can allow us to indicate a strong correlation

between the education of the parents of the participants and their own education having

recognized post interviewing these Emirati women that it isn't very common within

their parents' generation to receive any higher education above a secondary degree.

When it comes to social class, we gave the participants a choice from middle

class (the "normal" class that has at least one house, a monthly income provided by

either sponsored businesses or from salaries received), top class (parents could be CEOs

and General managers and are relatively wealthy) and royalty class (part of the royalty

families of the UAE). Seven considered themselves as part of the middle class while

five answered that they belonged to the top class. Finally, four of the participants work

in public or governmental entities, six in semi-governmental companies and two in the

private sector.

The results are listed in a thematic template (see Table 3)

Table 3

Thematic Template

Theme	Sub-theme	Category	Source	Pseudonym (alphabetical listing)
Meaning of Work	Intrinsic	*Personal Choice*	8	Baria, Jamila,Khadija, Nawal, Nour, Rawan, Saniya, Yousra
		Achievement	4	Baria,Khadija,Malak,Rawan
		Relational	4	Jamila, Nabila, Nawal, Yasma
		Use of Education	3	Baria, Khadija, Nour
	Extrinsic	*Financial*	7	Jamila, Khadija, Mounia, Nabila, Nawal, Rawan, Yasma
		Status	1	Saniya
Career Satisfaction	Satisfied	*Very Satisfied*	5	Khadija, Nabila, Nawal, Rawan, Yousra
		Satisfied	5	Baria,Kjamila, Malak, Nour, Yasma
	Not Satisfied	*Not Satisfied*	3	Mounia, Saniya, Yasma
Career Barriers	National Level	*Societal Resistance for building a career*	5	Jamila, Mounia, Yasma, Saniya, Rawan
		Lack of support from the government	2	Jamila, Saniya
		Stereotype	2	Rawan, Yousra
	Organizational level	*Business Trips*	5	Malak, Mounia, Nawal, Saniya, Yousra
		Expats	5	Jamila, Malak, Mounia, Rawan, Yousra
		Working hours / Workload	5	Malak, Mounia, Nawal, Saniya, Yousra
		No support from managers and colleagues	5	Malak, Mounia, Rawan, Yasma, Yousra
		Lack of Organizational support	4	Rawan, Saniya, Yasma, Yousra
		Not satisfied with Salary and Benefits	4	Mounia, Saniya, Rawan, Jamila
	Individual level	*Personal traits*	5	Baria, Jamila, Khadija, Malak, Rawan
		Lack of family support for building a career	3	Jamila, Saniya, Yousra

Table 3

"Continued"

Theme	Sub-theme	Category	Source	Pseudonym (alphabetical listing)
Career Facilitators	National Level	*Societal Support for Career*	10	Baria, Khadija, Malak, Mounia, Nawal, Nour, Rawan, Yasma, Yousra
		Government Support	7	Khadija, Malak, Nour, Nawal, Rawan, Yousra, Saniya
		Emiratization	3	Baria, Yasma, Mounia
		Development Plans set by governments	3	Jamila , Mounia, Yasma
	Organizational Level	*Managers and Colleagues*	11	Baria, Jamila, Khadija, Maak, Nabila, Nawal, Nour, Rawa, Saniya, Yasma, Yousra
		Salary received	9	Baria, Khadija,Malak, Nabila, Nour, Nawal, Saniya, Yasma, Yousra
		Flexible Attendance	5	Jamila, Khadija, Malak, Nabila, Nawal
		HR Support	4	Malak, Nawal,Rawan, Yousra
	Individual Level	*Family and Surroundings Support for Education*	11	Baria, Jamila, Khadija, Malak, Nabila, Nawal, Nour, Rawan, Saniya, Yasma, Yousra
		Family Support for Career	11	Baria, Jamila, Khadija, Malak, Mounia, Nabila, Nawal, Nour, Rawan, Yasma, Yousra
		Learning from Expatriates	7	Baria, Khadija, Nabila, Nawal, Rawan, Yasma, Yousra
		Family Network	4	Malak, Nabila, Nawal, Saniya

Meaning of Work

Before starting the analysis it is very important to understand what the drivers

behind Emirati women employment are and what does work mean to them.

The analysis of this question has been done using the intrinsic/extrinsic

meaning of work framework.

The results show that only 3 participants had purely extrinsic motivations while the other 9 participants had intrinsic motivators as a main reason to work. When looking at the intrinsic reasons, 4 subcategories have been identified: Personal choice, Achievement, Use of education received and Relational motivators.

Personal choice. 8 women mentioned that the reason behind them working is their own choice. For some, they work because they like it, they want to and also because work drives consistency in their life, they are passionate about what they do and to some extent their career defines them. For others, they just work in order to kill time instead of staying home and not do anything.

> I work because I love it. (…) I am a lucky person as I am able to manage being a working mom as I do have a strong support system if that wasn't there working would have been difficult. (Nour)

> As I mentioned earlier my salary is not good enough but I am not looking for a better-paid job because I love my job and I like the environment that I work in.(Jamila)

> I don't work for financial reasons, I work because I believe that work puts a sort of consistency in your life, and I always been a workaholic anyways I enjoyed getting my hands dirty, and I think It kind of consumes a big chunk of my day because I kind of do what I love so I don't even consider it work.(Yousra)

> I only work to kill time and do something at the end of the day. (…)For me, work is life. It adds value to your day, and you feel like you have done an achievement by the end of the day. (Nawal)

Achievement 4 out of the 12 participants chose to work in order to accomplish something out of work. Typically these women want to make an impact through their professional accomplishments whether on a personal or societal level. On a personal level, these women want to be seen as valuable elements within their organizations and want to learn from their jobs whereas on a societal level women want to make a difference and contribute to the society they live in and indirectly the world.

> I also believe I have a lot to offer in the work place and can be viewed as a valuable candidate in my chosen field and company.(Baria)

> I am an Engineer and I think I can make a difference and contribute to my country in my own way. For me patriotism isn't celebrating on a special day it's working every day for your country and pursuing your career and education further.(Malak)

> As I look back to what I have done and what I want to do and i think what i want to do to impact in the world at this point through a professional lens. (Rawan)

> Because there's so much out there in the world that I could learn from.(Khadija)

Relational reasons. 4 women mentioned that they work in order to benefit from the relations with colleagues and people they meet at work. These relations give them the opportunity to be connected to the wider circle, improve their mentality and enhance their environmental, societal and cultural exposure. What is interesting here is that although 3 of these women have received education in foreign establishments or lived abroad and 1 woman has only been exposed to government and local establishment. That shows that the interest in meeting new people and cultures and creating relationships is present even if someone has not been exposed to multiple cultures during his youth.

> Also socializing with my colleague keep me updated with the worldwide issues and places because of the multicultural environment that I work in. (Jamila)

> It changes the mentality, it makes you grow, meet new people, learn from mistakes, understand life and why we all exist, meet new people, grow in communication skills and interpersonal skills and many more.(Nabila)

> Work makes you feel responsible and mature, it is a great experience that a person can learn from, every day is a new lesson, you meet different people and different mentalities.(Nawal)

> Also getting exposed, meeting people rather than stay home and watch TV.(Yasma)

Use of education received. 3 of the participants mentioned that they work in order to use what they have learned in university and so that their college/university

years don't go to waste. Although all the candidates have received university education

and are planning to continue with postgraduates studies, only a fourth of the participants

mentioned that they put their education into use which could mean that their motives for

education is for personal development and intellectual growth.

>I also work because I feel my education would be wasted if I didn't.
>(Baria)

>I never want my education to go to waste, and so I work. (Khadija)

>I worked hard to study and complete my education, i love putting to
>use what I learned over my years and I am still eager to learn more.
>(Nour)

Looking at the extrinsic reasons, 2 subcategories can be identified which are

the financial reasons and working to achieve a certain status. Many of the women

interviewed have mentioned working for extrinsic reasons, but these were not a priority

for most women except for 3.

Financial reasons. Working for financial reasons has been mentioned by 7

participants but 5 have mentioned that working has a financial benefit but that this is not

the main motivators for them working. These participants acknowledged that they do

need the financial support and have a sense of satisfaction when being financially

independent but that intrinsic factors are more important.

>Financial reason is very important but it's not the first priority.
>(Jamila)

>Financial reason is not my first reason, but it is also an important one
>because I want to be able to support myself at all times. (Khadija)

>Of course it feels great depending on yourself and not asking your
>parents for money every now and then.(Nawal)

Only 2 women are currently working purely for financial reasons out of all the

participants. When asked about their reasons for work, these women answered by

saying that the only reason for them working is to receive their salaries so we can

assume that had they been financially comfortable, they would have chosen not to work

at all.

> Financial reasons. I rather spend time in a spa if I have a choice :)
> (Mounia)

Status Finally out of the 12 women interviewed, only 1 participant work for the

sole purpose of achieving a certain status and getting recognized within the society

surrounding her. For this candidate, getting recognized is more important than the

financial benefits of working and is the main motivator and reason to work.

> I would want to work until I get somewhere recognized in our society.
> So I would say it's more of a status issue than financial. (Saniya)

Career Progression Satisfaction

When asked if they were satisfied with their career progression only 2 women

were dissatisfied with their careers at this point while the other 10 were either satisfied

or very satisfied.

Very Satisfied. 5 women mentioned that they were very satisfied wither their

career progression till now. Satisfaction is derived by steadily climbing the career ladder

and the added responsibility at each step. Another reason for being very satisfied is

actually the workload. While some are very happy with an intense workload with many

deadline and intensive on the job learning, others are very satisfied because of the exact

opposite and having "not much load" at work. Having understanding and friendly peers

is also an important booster in career progression satisfaction.

> At this stage, I am very happy at my career progression. It has only
> been a year but it has been an intensive one from which I was able to
> overlook a complete project of creating a working space from A-Z, I
> was able to attend forums and events and learn the process of how
> everything is done, the steps, the timings etc. You can only appreciate
> the work and effort done when you know the process and time it took
> to complete it. I am very much looking forward to more learning
> days.(Khadija)

>My career is growing quite good, I started off as a trainee, then moved to assistant, then HR Coordinator and now I am an HR Associate.(Nabila)

>I am really satisfied because it is not much load, I have all my time to finish stuff, my department is friendly, they excuse me if I have appointments and are always on my side.(Nawal)

Satisfied. Another 5 women have mentioned that they were satisfied with their professional achievements so far. These women typically have their career path on track. Except for 1 of these women who is satisfied but is extremely ambitious and looking forward the next steps, the 4 women that are satisfied with their career progression are satisfied with the normal career progression pace , not striving for more but would reconsider their jobs if their progression was slower.

>I am currently satisfied with my career progression; had it been slower, I would most definitely considered a different firm.(Baria)

>I am still not where I want to be in term of a position but I am very optimistic and confident that I got a very strong experience already and my manager is depending on me and trust that I am unstoppable and able to make decisions and accomplish missions.   By the time I get to where I want to be I know I will be very strong and super confident that no one can argue about my knowledge or experience.(Jamila)

>I think it's progressing fine but I would like to learn new things and have the opportunity to learn more.(Malak)

>My career development is on track and going very well.(Nour)

Not Satisfied. Only 2 out the 12 participants did not answer the question positively, hence were considered as not satisfied. The main reason is the slowness of their career progression when getting closer to the next position on the career lather or even when it's a personal belief that one's career should be faster because the women feel that she is giving a lot and deserves better.

>It's getting slower and slower every time you try to go into the next level. (Mounia)

>Everyone believes they deserve better. And based on the work I am

> presenting I definitely believe I would have to progress a bit faster
> than others. (Saniya)

Career Development Barriers

Interestingly, when analyzing the results collected from the interviews, sub-categories that can be qualified as carrier barriers were mentioned 45 times compared to 85 times for carrier enablers. Following the same methodology of the literature review, the answers of the 12 Emirati women are categorized into 3 sub-themes which are national, organizational and individual levels.

Looking at career barriers by a national level, 3 categories have been identified. Societal resistance towards building a career, lack of governmental support and stereotypes.

Societal resistance towards building a career. 5 women have mentioned that their careers have been negatively affected by the resistance of their society when it came for them to focus on their work and career progression. Although the Emirati cultures has shown significant progress in recent years vis-a-visa of women employment, many do not seem to understand that employed women need to commit to their jobs even if this requires them to spend long working hours. Some also show resistance to the nature of the job itself and whether the environment is suitable for a women or not (eg. Male dominated, media, etc…). Finally, even nowadays, many women opt for marriage rather than building a career and focusing on their jobs and while some women are still not given the choice and only have one option which is marriage.

> Some people think that I shouldn't give more than what I get paid for
> and I shouldn't spend longer hours at the office but it's my decision at
> the end and I don't care about what they think. (Jamila)

> I consider myself lucky when I compare myself with some of my friend's marriage and building family is the only choice they had (Mounia)

> I'll tell you an example, my sister always wanted to be a pilot but my dad wasn't supportive although he wanted my brother to be a pilot. He wasn't that supportive because it's a male dominant job.(Yasma)

> We basically tend to work from 9-6. And being a newlywed, it tends to be difficult to give enough attention to our cultural norms. Everyone surrounding me has brought to my attention that such long working hours are not healthy, not to my social life, nor my new married life.(Saniya)

> Since then i sort of established a reputation in society as being a bit of a workaholic, so they are ok fine (...) When i look at my cousins in the same age bracket, all of them are married with children and didn't chosen to pursue a carrier. (Rawan)

Lack of support from the government. Another component that negatively affected 2 of the participants was that the government support and initiatives were not affecting them at their current companies. Typically, these 2 women are working in companies that provide the minimum requirements of the labor law and/or do not differenciate between Emirati women and other employees.

> I am working in a semi government environment, which doesn't really follow the governmental policies. (Jamila)

> What Governmental policies? Nothing states that there has to be mandatory raise or definite career progression. (Saniya)

Stereotype. Finally, only 2 women mentioned that they were negatively affected by the well-known stereotype of Emiratis, specifically Emirati women which in a few words label them as working temporarily before getting married or even worse, being lazy and non-caring. These two candidates had to put in extra effort to prove their stereotype wrong. While the stereotype can be justified by the history of employment of Emiratis in general , the Emirati women working today are not planning to surrender to this stereotype and are fighting back and proving the people wrong with putting in extra work and trying to change the perception that mark them.

> I do think that I faced discrimination because there is this expectations that an Emirati women will get married and they don't really care. People before they even knew me or the work I did, it was like oh Emirati women, she is a slacker. So I felt I always needed to prove myself. Do I think this is a barrier yes I do. (Rawan)

> When you join a company there is a stereotype that Emirati women are coming and will stay a year then go get married. I can't blame the people for this stereotype and a lot of people have done that, the only thing I did basically is try to prove them working. (Yasma)

From an organizational level, 6 sub-categories have been identified and involve the working hours and workload they face, the presence of expats, their colleagues and managers, the need to travel for business purposes, the lack of satisfaction with their salaries/benefits received and finally the lack of organizational support.

Business trips. 5 women have mentioned that travelling for work is something that affects them negatively and/or would require special arrangement such as a family member to travel with them which is an added adverse contributor. From the answers of some women, we can clearly feel that there is an issue with Emirati women traveling on their own. While it is unacceptable for an Emirati women to travel it is alright for her to travel with her brother or someone from her family. In one case, although the family was very supportive about their daughter travelling, the high volume of trips affected both the family and the women travelling as she would have to manage her time between family, friends and personal life.

> Once only for a training. I was married back then and my ex-husband didn't accept at the beginning then I got my brother who volunteered to go with me so I managed to go.(Jamila)

> This is as of yet to happen, though I think it will be very difficult with my father to let me travel. (Malak)

> Nope I wasn't, but I don't mind traveling for business. This doesn't affect my personal life , but someone from my family will need to travel with me.(Nabila)

> I was away of home 4 nights a week/ 5 days a week effectively, in the weekends i had to fit in all my personal life friends and family, AND

rest from a tough week of work so it definitely took a tour on my
relationship with my close friends, family and personal health.
(Rawan)

Expatriates. 5 women identified expatriates working within their organizations

constitute a threat to their career development. Many companies in the UAE have been

replacing expatriates holding very senior positions with Emirati nationals in the recent

years. This practice has consequences on many expatriate being reluctant to share their

experience in fear of not being valuable, hence easily replaceable. All women do value

the experience brought in by expatriates but because they tend to not share, not train and

develop Emirati women, in addition to the lower cost a company has to bear when

hiring expats, they are seen as threats and barriers to the career development of Emirati

women.

> I think that a lot of them are a wealth of knowledge, if only they are
> encouraged to share their experiences and learnings. There are many
> Expats who do (Europeans), but some nationalities (Asian and some
> Arab) are reluctant in sharing information that might empower you
> more as a UAE national in your job.(Malak)

> They come with different experience mostly from abroad and that's
> the main reason that I believe most companies trust their ability to
> contribute to the success of the organization. That can divert the
> attention from developing the UAE national to be qualified. From the
> other hand I believe having expatriate employee is less expensive that
> a UAE national.(Mounia)

> There where incidence where people, you know because when you
> talk about some expats they know that they will train you and in a few
> year you might quit your job it becomes a bit sensitive, and a bit not
> nice .(Yousra)

Working hours/workload. 5 women mentioned that one of the main barriers

affecting their career progression is the long working hours they are expected to

accomplish and/or the amount of workload required from them. Although some were

complaining about the workload they have to handle on a daily basis, the main issue

here is the late working hours. Parents and families tend to become impatient when an

Emirati woman stays late or works for long working hours for an extended period. Even

if long working hours is not an issue for some, when this starts to be repetitive, then

parents express their satisfaction without really thinking that this might be required for

an extended period of time in order to achieve a specific goal and/or higher position.

> First of all long working hours because you know your family is supportive when you do it a week, 2 and after 3,4 week they start saying things like you don't spend time with your family, you are always on your emails, and I overachieved that by trying my best to balance. If we had a long week of production and staying out late for long hours, then I make sure I take some days off the week after, I make sure after I leave work unless it's necessary I wouldn't be on my email, I give them my undivided attention, so there are a lot of things that people come across, (Yousra)

> Another barrier is the working time; since in my department almost everyone comes in later (my company adopts flexi-hours 7.30-9.0 am). Since I have a strict father at the beginning it was difficult to stay late at work. (Malak)

> Working on different shift it affected my health badly. Still struggling and currently using tablets.(Mounia)

> My first obstacle was holding a huge event from A-Z all alone, I had to figure out a way to get it done in short notice. I overcame that obstacle by the help of my friends and colleagues.(Nawal)

> *Lack of Support from managers and colleagues.* Another major reason

negatively affecting 5 participants' career progression is the fact that they feel that their

managers and colleagues do not support them the way they should. One of the reasons

here is very similar to why expatriates tend not to share information with Emiratis. In

addition to being an Emirati woman, the situation is more complex since the perception

is that women are being employed on a temporary basis and will resign prior to getting

married. For these reasons, Emirati women do feel the lack of support from their

colleagues and managers mainly due to the threat of being replaced. This fear can

translate itself into very unpleasant scenarios that can heavily affect the motivation of

the woman facing them. In the case where colleagues and managers are in fact locals

themselves, reasons such as jealousy and spreading rumors could also affect the women

negatively, hence becoming a barrier to their career development.

> As an Emirati woman, it was hard at the beginning since my department only had 2 other UAE nationals at the time out of 25 employees. And I was the only one in my section. Sharing of information was limited since they felt threatened I would replace them. Another incident occurred where my work mysteriously disappeared on a joint system we use and try as I did to pursue the matter, I was left to feel that I'm overreacting and it was an accident, but it happened again to another colleague. (...)Another shocking incident to me happened when Emiratis from other parts of the company complained about my promotion. What bothered me isn't that they complained, it's that they were questioning the credibility and integrity of the promotion.(Malak).

> All i can give you is example of my work. Not much honestly, it depends on the company culture. If the company is interested in educating and let you progress, you will go somewhere, but if the company only wants the people to do the work and pay you that's different. G.B . My current company no, I don't have much as a support,(Yasma)

> I have heard recently, it's not written in HR policies and stuff, and that someone said if you are an Emirati you don't get fired from work, which is extremely incorrect. If you don't come to work and you don't work you are treated exactly like everyone else you get verbal warning and written warning and everything. Some people get this impression I don't know from where. G.B. We are still under pressure, because we do get some exception, we are under pressure because we are expected to be better than anyone else because at the end of the day you are working to fill this case, it doesn't matter what passport you hold. (Yousra)

Not satisfied with the salary and benefits. 4 women mentioned that they were

not satisfied with their salaries and benefits which directly affected their motivation in

putting in the effort needed in order to progress within their careers. Some women

compared their salaries with their workload and were not satisfied with the salary

received compared to the tasks and duties they were involved in. Another point worth

mentioning is that even if a company has a salary scale and is a multinational firm,

women still feel unprivileged when it comes to bonus for example. Finally some women

were unhappy with their promotions when compared to men.

> I am not getting what I think I deserve considering the amount of work and effort I put and the responsibilities that have been increasing in my JD without considering raising my salary.(Jamila)

> In my case, organizationally all the rules are in place to get fairly but i still don't feel i am getting paid fairly because as a women i am not as good in negotiating (…)In my firm (mgt consulting) there is a salary bracket and level that you get, where the difference come is in bonuses (Rawan)

> It's not the payment. Most likely the promotions. I believe men have a privilege(Mounia)

> *Lack of organizational support*. Finally, 4 women felt that the organizational

support that should be there to facilitate their career progression as Emirati women is

just non-existent. Most of these women argued that the policies and procedures

available in their companies don't really affect them personally unlike other companies

where Emiratis and specifically women are treated differently and somehow in a more

privileged way. Special treatment might include better career development and a better

compensation scheme including local allowance.

> As mentioned in the previous question, such policies and practices are a bit questionable and I believe they can improve significantly. Do I see a clear career path? No.. am I happy with the working hours? Not really. Am I getting paid for overtime? Nah! , (Saniya)

> Working for Flash I would say no basically. In some companies you have different policies for expats and locals but in my company they have the same. Many companies have a different policy and salary scheme for locals then the expats but in my company its all the same which is a bit demotivating me. In other places I could be treated well and getting more benefits you know, me being a local but sometimes you need to stay because you need a job and you accept it at the end. I am demotivating when it comes to this point. (Yasma)

> It has nothing to do with me being an Emirati I have seen other people put in the same situation and they got the same flexibility. (Yousra)

> The third and last sub-theme for the career barriers have resulted into 2

individual factors affecting these women which are the lack of support of close family

and personal traits that have been identified based on their answers.

Personal traits. 5 women have acknowledged the fact that their own personality traits is one of the barriers they have faced and continue to face. Not knowing how to deal in specific situations, not being able to confront superior negotiations, and being shy when at the workplace are all personal traits that certainly affect these Emirati women specially at the early stages of their careers. If a woman climbs the corporate ladder and still doesn't know how to negotiate for example, then we might be facing a small problem in terms of personal development.

> In my first job I had a very moody and impolite manager but I was too young to deal with the situation so I decided to quit.(Jamila)

> I think negotiation is one of my weaknesses, so many times and situation I think required a lot of negotiation and I think sometimes I give in easily. (Khadija)

> As a women i am not as good in negotiating Women in general tend to say oh ok, this is what you think i am worth... ok.(Rawan)

> The fact that I am not fluent (both written and spoken) in Arabic, has limited me in certain areas of my field and career progression.(Baria)

> Maybe at the beginning the social barrier, as a female I am very shy. But this is a soft skill that I had to learn and in my job I have to deal with people from different departments.(Malak)

Lack of family support for building a career. 3 women mentioned that they did not receive the support they would have needed in order to fully focus on their careers. This is interesting given that the majority of the parents of these women are educated. The answers in this section do not prove a resistance to the Emirati women focusing on their careers but rather specific cases faced by the interviewed women. The lack of support came for example when parents didn't want their daughters to pursue a career outside the family business, or when parents are picky on where and what industry their daughters should work in to ultimately a husband allowing his wife to work but at the same time not being flexible enough for her to focus on advancing her career.

> When I was married the case was different as my ex-husband wanted

me to work but not to have a career so he wasn't understanding if I get stuck at work or if I need to give a little bit extra effort to work so I wasn't able to develop my career.(Jamila)

When it came to pursuing a career, there was a bit of resistance as we owned a family business, and the desire was for both my sister and I to take over. But we, my sister and I, believed that in order to take over the family business it was crucial for us to gain some external experience before holding such great responsibility.(Saniya)

But they were specific with the environment, for example pick a good environment , one which is comfortable, not long working hours so they were a few restrictions, indirect ones. (…) 's mostly about the environment. because they care about, this is somewhere you go to every day, so if I went to oil industry it might be a bit difficult because it's a male dominant environment. (Yousra)

Career Development Enablers

The three themes, national, organizational and individual, have also been used to analyze the enablers that facilitated the career progression of these Emirati women. National facilitators have been mentioned 23 times, organizational facilitators 29 times and individual level enablers 33 times.

Answers related to national enablers resulted in 4 sub-themes: societal support for career, government support, Emiratization and development plans initiated by the government.

Societal support for career. 10 out the 12 women mentioned that the surrounding society actually supported them when they started working. Nowadays, women feel empowered while pursuing their careers and are more viewed as a standard rather than an exception. One of the reasons is that more and more women are entering the workforce, hence the easiness to relate to women within the society and their environment. A woman working is not considered an exception to the rule, but is rather becoming a norm whereby the people around these women are fully supportive. The fact that women are starting to work, focus on their careers and not have to worry about

their society, is definitely one of the most important enablers which is obvious when

analyzing the answers of sample.

> The UAE promotes all aspects of education and learning. Women today can even acquire high profile jobs, therefore there are no longer any boundaries.(Baria)

> I think because most of the people around me now and at my age are also have careers, it is so easy to relate and discuss with everyone. We work in similar working environments, deal with the same ups and downs and so it is comforting to say I am surrounded by a supporting system by most of the people around me. (Khadija)

> The society encourages women to excel in their jobs.(Malak)

> Everyone around me is super supportive.(Nawal)

> *Government support.* 7 women have felt that the UAE government is there to

support them via several initiatives and policies to grow and progress their careers.

Another major enabler which is complementing the societal support is the fact that the

UAE government is present and the women working do feel its support throughout their

careers. The support starts with the leaders of the country which encourage the

involvement of women within the society. When Emirati women see females assuming

high positions in the government, participating in several initiatives and conducting

speeches by the leaders since the time of Sheikh Zayed, it is then that they can start

relating and having role models that they aspire to follow. This support is also followed

by several government policies and initiatives such as maternity leaves and unification

of the salary grid of the Emirati population including women which started in the state

of Abu Dhabi.

> The UAE governmental policies supported me to the extreme where I am always pampered and in the perfect environment in order to be productive and active and have the ability to succeed.(Nawal)

> Sheikh Mohammed a few years ago did encourage hiring women and increasing women in higher management roles. Shekh Zayed also spoke about empowering women and allowing them to contribute to their countries, since we are the other half of society.(Malak)

I think as a government entity and being part of the Media Zone Authority. The Government is involved and supports many initiative. In addition, we always try to collaborate in which we try to support any other government initiative that happens in relative to our media industry.(Khadija)

I benefited a lot from the maternity leave policy set by the government.(Nour)

I think the UAE government has been the single biggest driver for the professional progress of Emirati women without a doubt. Professionally, if we look at the fact that he has created, he has promoted women in very visible society. Sheikha Loubna, minister of economy, she is one of the initial female Emiratis who is an inspiration for all the society. If you look at the ministers of state ,where women, which is lead by sheikh Mohamed, he walks with them on TV and on the news and so on And he always promoting his own daughters in sports and education and so one these are huge huge.(Rawan)

You can see that clearly when Sheikh Mohammed has talked about the importance of women and their role in developing Dubai's society.(Saniya)

I don't know if you are aware of this but AD government in general have a limit, you get a degree, I don't know what the word is but the salaries are "mouwahadah" across entities.(Yousra)

Emiratization. Contrary to what has been expected, Emiratization has been

mentioned by only 3 women. As mentioned in the literature review, Emiratization

consists of companies having a specific percentage of the local employees. This gives

the opportunity for Emirati women to have an edge when applying for jobs in the

private sector and can ultimately lead to them proving themselves and climbing the

corporate ladder. In addition to Emiratization, one participant mentioned the UAE

allowance which comes in hand with the Emiratization and encourages Emiratis to enter

the private sector.

I think Emiratization as a policy has been beneficial in developing my career, and the fact that women are valued equal alongside men.(Baria)

The government tries to push companies to hire more Emirati fresh graduate, before they used to struggle to find a job but now it's easier

to apply for a job if you are a fresh graduate rather someone having experience..(Yousra)

Very very supportive especially when it comes to the recruitment percentage of UAE national. (…) UAE national allowance. Which encourages us as Emarati employee to join the private sector. (Mounia)

Development plans set by the government. 3 women mentioned developmental

plans initiated and enforced by the UAE government that give Emirati women the

opportunity to be included in a specific program to enhance their career acumen.

Although these plans are not guaranteed, they allow Emirati women to participate in a

cycle of interviews and if selected, take part in a selected development plan that will, by

default, boost her individual learning and indirectly her career development.

I know that UAE government is keen to empower women at the work place which gave me a chance to be a part of a women development program which was designed for women in less powerful positions to be able to develop their personalities at the workplace and to be known. (Jamila)

The company offered development program and I am sure it was the government pushing the company to offer these programs to the locals, its part of trying to solve the problem of them not getting any. The send you to the interview but that does not necessarily mean you will get in the program.(Yasma)

It is only normal that the efforts made by the UAE government to assist

Emiratis and specifically women to excel and be able to focus on their career would be

reflected into the organizational level. Managers and colleagues, the salaries received by

these women, the flexible attendance and the HR support received from within the firm

are the 4 sub-themes identified when looking at the organizational enablers.

Managers and colleagues. 11 out of the 12 women have answered positively

when mentioning their managers and colleagues which can automatically be translated

into one of the main aspects of their jobs that increase their motivation. When asked

about their colleagues and managers, almost all the women mentioned that they have

supportive colleagues and managers that share their knowledge, help them when in need and work with them towards achieving a successful career ∫ is extremely important for them to feel motivated and willing to put in the hard work to get promoted and reach higher positions.

> Very supportive; they have helped me map out a career path and have given me realistic goals in order to be promoted and succeed further in my career.(Baria)

> When I was promoted to manager, there were a lot of complaints coming from my team who were all higher level than me. My SVP however was supportive and dismissed their complaints since he was aware of my hard work. (Malak)

> My colleagues are helpful they always give me ideas and their opinion in my work which makes me give more talent and become productive. (Nawal)

> They have been incredible and I was incredibly supportive in my career progression in a sense that they have given me the structure and coaching and skills that I need and are valuable for my career progression.(Rawan)

Salaries received. 9 of the 12 women are satisfied with the salaries that they received. Although the financials is not the priority of most of the participants, being satisfied with one's salary is something that can boost the willingness to work harder and a good motivator to achieve more in ones career. This satisfaction comes from both payment equity and comparisons of the salaries received with what is needed and the effort put in to get the job done.

> I know i am paid fairly because my salary is based on my experience and educational background, and I know this, judging by the salaries and grades of my colleagues.(Baria)

> I am happy with what I am being paid with no comparison to anyone. Maybe in the future once I start to progress hopefully I could start thinking about it.(Khadija)

> Payment is extremely good in Abu Dhabi especially the government companies and oil and gas(Nabila)

> I thank god for my salary it is more than enough for me. Although I

still didn't get my promotion, but at least my salary is waaaaaay better
than most of my friends who graduated from university with
me.(Nawal)

I got promoted once at work and there was a real salary raise but in
general I do get what I work for to be honest.(Yousra)

Flexible attendance. 5 women have indicated in their answers that having

flexible attendance is an important factor for them to be motivated in their current job.

Flexibility doesn't necessarily need to be a written policy, however having an

understanding around certain situations adheres to positivity and incentive at the

workforce. So having an understanding manager that allows the employee to come late

if she has obligations or having flexible timings during which all the work is done in

order to avoid working from home is definitely something Emirati women find positive

and contributing to them while focusing fully on their jobs.

I am not at all stressed for being 5 minutes late. The management
allows me to come half an hour late at the morning because I am
dropping the kids to school and I get stuck in the traffic, which I really
appreciate. Also if I have any commitment and I need to leave early I
can easily ask my manager and he is totally trustful and
understanding.(Jamila)

Working in the media zone and to be specific and in marketing / social
media and digital, we are at so many times required to stay tuned at all
times for any updates, news etc.(Khadija)

Our company is very supportive. It enforces flexi hours, one hour
leaves on days you have university, examination leaves (Malak)

Our organization still did not activate the flexible timing schedule, our
work-hours are from 7 to 3, but we have a grace period where we can
come 7;20 and leave 2;45. We usually finish all our work within the
work hours so we do not work from home.(Nawal)

HR support. 4 women have noted that the HR department has been supporting

them throughout their careers, hence encouraging them to progress. Mainly, all the

answers here revolve around internal development plans and career paths. Today's

Emirati women appreciate knowing where they will be reaching in couple of years and

how they will reach there. Another thing that has been mentioned here is the placement

and focus on mentors in order to develop these women faster and the encouragement of

some firms who offer study days as part of their leaves policies.

> Through or HR we have a career development of Talent development.
> In my 3-4 years working here I have been sent to several workshops.
> G.B. They do career development for everyone but I think there is a
> priority for Emiratis, I am not so sure. As a department, my director
> sits with all of us and makes sure that we kind of have a clear career
> path. For me they made it very easy, I work on Talent development, I
> manage the creative community so there is always a need for someone
> to be flexible with me we are a funding arm at Ibtikar, I work at
> Ibtikar and were are a funding arm.(Yousra)

> My career highly encourages education in all meaning so in that way
> they do sponsor employees who continue their studies and also create
> the best atmosphere for them in order to finish with high scores by
> giving them academic leave during exams and allowing them to leave
> work early on the days of classes.(Nawal)

> The HR also encourages us to put together a development plan with
> our line managers to progress further in our jobs and talent pools for
> high performers.(Malak)

> My firm and my previous firms have given me mentors and coaches
> and people who are very serious about developing me as a
> professional and individual. I cant undermine that and this has been
> incredibly important to my professional progression. (Rawan)

Last but not least, enablers at an individual level have been mentioned 33

times. After organizing and grouping the answers, 4 sub-themes have surfaced. The first

sub-theme, support for education, translates itself with these women entering the

corporate world with the necessary education. Of course, without the family support for

building careers, these women will not be able to stay the required time nor have the

motivational ability to progress. The third sub-theme is the fact that these women

appreciate and learn from the experience of expatriates who have a significant role in

the development of the UAE itself and finally, that last sub-theme is the use of family

networks in order to secure and work in their organization.

Support for education. 11 of the 12 women have received full support in

achieving the required level of education. As mentioned in the literature review, the

UAE has more women graduating in recent years than man and from the target

population, we can assume that most of the Emirati women receive the necessary

support for them to enroll and graduate from universities. As seen in the demographics,

the majority of the parents of the interviewees are educated so continuing the flow and

encouraging their daughters is extremely important so that upon graduation, the Emirati

women would have the necessary degree in order to start a decent career. The results

also show that even in families where girls typically graduate from high schools and

immediately get married, the families fully support the choice of an Emirati woman

enrolling in the university and not necessarily follow the family trend.

> Very supportive; my father funded my education and insisted I gain
> no less than a Bachelors degree as he felt that higher education
> (regardless of gender) was imperative for his children(Baria)

> My family is very supportive. My mother will graduate in July with a
> Master degree in Education (English as a second language) and I have
> aunts who are accomplished in their fields of study, on is a
> doctor/surgeon specializing in Obstetrics and Gynecology, another is
> head of the nuclear radiology department, two of my aunts were
> teachers (Geology and Chemistry) as well as computer programmer
> and HR manager. (Malak)

> I thank god for having the most supportive family anyone could wish
> for, I come from a family where girls get married after finishing high
> school, so my family respected my point of view of not wanting to get
> married until I finish my studies. They got me tutors, and my parents
> would pop in and get me some treats in order to motivate me. And
> when I got handy in some projects I find them all wanting to help.
> They're amazing!(Nawal)

> *Support for career.* 11 women have mentioned that they have parents that

support their career. Having supportive parents that push you to have a fruitful career in

addition to having the appropriate educational background will certainly translate itself

into a healthy career. The support shown is not only received from the families but also

from the extended families and surroundings. The motives of this support is really

related to exposing these Emirati women to the workforce to gain experience and not

because the families need the income.

> Very supportive; my father being the most supportive as he provided me with the finances to gain a university degree which would give me the tools to secure a suitable job in which to base my career on.(Baia)

> I've been very lucky to have a very supportive family. (…) However, after getting divorced I was able to progress very fast and even got promoted. My sister has been helping me with the kids. She looks after them when I am busy at work especially with their homework. I feel so blessed with my family.(Jamila)

> Once I graduated, I decided to take a break before I jump into a career. My parents were supportive of that as long as I start to consider what I want to do next. I stared interning and volunteering around in the media sector that I work at now, and gladly got a job opportunity that I am very much enjoying now. Both my parents and siblings are as supportive as ever and I am fortunate for that.(Khadija)

> My grandparents extend the same support they gave to their children when they started their careers and still do to this day. My mother and father as well as all my aunts and uncles encourage us to apply ourselves and give us advice and support where we need(Malak)

> My father was the one who applied for me at my current job, he is not pleased with me being a graphic designer, he wants me into events and more public relations work in order to be active, so you can imagine how supportive my family is.(Nawal)

> My family has been very supportive; it is quite different in Emirati society. My father's mother was at one time a business woman so he is used to have women in his life working and responsible for financial issues. That was something he is used to. My mother she also worked until, we are 6 in total, until her 4th child so that is something for her very natural. So they are all very supportive.(Rawan)

> So when I came back my father told me you have to work and it's not for financial income or anything , I still get financial income from my parents, but the idea of you studies and went for 4.5 years in a very good school in the UAE so you need to get back in some sort and you have to work in something you enjoy doing. (Yousra)

Learning from Expatriates. 7 women have answered positively when asked

about their views on expatriates. Although expatriates may be seen as an organizational

enabler, the fact that these women appreciate the experience these expatriates bring in

and enjoy working with and learning from them shows us more about the attitude and

motivation to learn from these women. Their interest is clearly related to the functional

expertise they bring in from their countries but what is really motivating these women is

the exposure to different cultures and experiences.

> For me expatriates are a function of my society, I grew up in a
> multicultural environment and I see it as fundamental for the
> development of the UAE. I think it's important as long as this does not
> hinder the development of Emirati talent (Rawan)

> Not at all, I personally prefer working with all kind of nationalities
> whether it be UAE nationals or expatriates. I have come to gain
> experience from all kind of people around here, to me where they
> come from is not my main concern, it is how good they are at what
> they do, how much experience they bring about and how much I can
> learn from them(Khadija)

> Expatriates are in the firm to transfer their knowledge and expertise to
> all UAE Nationals as they are the future of any company in the UAE.
> It all goes back to the UAE national is he/she is willing to learn and
> take the experience from the expatriate. Expatriates are core as well
> and are needed in every firm.(Nabila)

> My company is a 100% local firm where all employees and Emirati
> locals, but I really do enjoy dealing with expatriates because talking to
> different people may be useful and they would help in all
> means.(Nawal)

Family Network. 4 women answered that their family networks where an

enabler in their careers. Indeed, using the families in order to either secure a job has its

benefits, but it also puts pressure. While some candidates feel safe and privileged when

using their family networks, others feel the pressure and use this opportunity to prove

themselves and excel in what they do.

> I don't feel threatened of losing my job.(…)To the extreme, I don't
> know if that's good or bad but I am loving it. I am the only employee
> who got her office ready in a week with 2 computers, a private office
> and a phone. (Nawal)

> In this country, connections are everything! You want your work to be
> done, you need to know people everywhere. That's the sad truth but it
> works.(Saniya)

My C.V was sent by the chairman of my company to HR for the initial interview, however the proceeding process I was depending on my own aptitude and qualifications to pass the interviews and psychometrics tests. Which I did with flying colors.(Malak)

I got this job though a family friend, but this was just to start my career and the rest is upto me if I exceed or not. No one is spoon feeding me and its my life and my own career.(Nabila)

CHAPTER V

DISCUSSION

This field project has examined the multilevel barriers and enablers affecting the career progression of Emirati women in the UAE. The paper has also identified the meaning of work in the eyes of the interviewed women and the level of satisfaction in relation to their career progression. In order to address the main topic of this project while trying to prove the current status of Emirati women which seems progressing towards the right direction, the discussion will be focusing on the Emirati women since the time they enter the workplace till they achieve higher positions.

Women Entering the Workplace

The first thing that is flagrant when looking at the results is that all the women interviewed have graduated from reputable universities both in the UAE and abroad and are all willing to continue their education. That alone is an important milestone for these women who are entering the workforce with the appropriate educational luggage they require to pass the first phase of employment, which is finding a job. As seen from the results, while few of them did use family networks to secure these jobs, the majority did so on their own by normally applying to jobs they hear about or by attending job fairs. While some women had parents that could easily find them jobs to kick off their careers, they instead encouraged their daughters to go through the right channels and find a job. This is not because they need to, but rather finding and start working in an organization that chose them because of their education and competencies. In addition to the education and the support received, the UAE government is surely helping by

encouraging organizations, through Emiratization, to hire Emirati fresh graduates, while some organizations focus only on Emirati women employment. It is true that Emiratization is not targeted to fresh graduates only and/or in helping women secure jobs, but it definitely increases their chances in being called for an interview and, if competent enough, being selected for the job.

   While the results show that these Emirati women are clearly well prepared to enter the workforce, they certainly face some difficulties that could affect their motivation and ultimately, their career development. Firstly, some of these women are shy by nature and have some difficulties in confronting people and negotiating what is best for them, as captured in some of the interviews. Even after receiving an education, which allowed them to get exposed to different cultures, joining the workplace is somewhat different. Additionally, in order to prove oneself, especially as a fresh graduate, often requires putting in extra effort and probably staying long working hours to get things done while learning on the job. This creates a problem with families and their surroundings, even if there is initial support towards women working, some do not understand or tolerate the long working hours and placing the job in front of time spent at home with family. Another problem faced by these women, is that they lack the freedom of choosing what they really want to do, due to the fact that parents might be supportive to some career paths or industry while being resistant to others. If we look from an organizational perspective, many employers would be reluctant to hire a female Emirati, fearing that she will only start working till she gets married and leaves. Furthermore, if hired, these women will most probably lose their thirst to learn and proving themselves as soon as they are faced in doubling the effort that they are putting in order to remove the stereotype and bias that accompanies them from the beginning of their careers.

By reflecting on the findings, I came to the conclusion that the main driver for Emirati women in achieving a good penetration rate in the workforce, is due to the support of their families that starts with providing the opportunity for a good education and ends with the reinforcement to prove oneself in the workplace.

Women Climbing the Career Ladder

The concepts of family centrality, Islam and patriarchy have been discussed in the literature review, as we can feel their effect on the participants with the resistance of the society for certain women to focus on their careers and focus on climbing the career ladder. When it comes to family centrality, some family surroundings do not understand that a woman needs a balance between her job and her personal life. Often, they make it difficult for Emirati women to prioritize their jobs over their families, even if this is for a limited time only. When participants referred to Islam, the religion itself was not mentioned but the traditions behind it such as wearing the hijab was. Also, gender mixing was also mentioned as a barrier by some of the participants. Patriarchy was only mentioned when a married woman could not focus on her career due to her husband. Although, the results really show us that nowadays, most of the families and their surrounding society are in fact in favor of their women working in different institutions and somehow feel proud when these women succeed in their jobs. Indeed, the families and surroundings are fully supportive and focus on the success of the women versus their homemaker's status (Fargues, 2005). Furthermore, the relationship between family and career are discussed by Afiouni & Karam (2014), is actually one of the major enablers mentioned by the participants as the majority had a supportive family that encouraged education coupled with a successful career. A major factor in the shift of perception of families and societies is, without any doubt, the effort done by the UAE

government. What started off decades ago initiated by the rulers of the UAE and their wives is now paying off, whereby the government support is very present and is acting as a main booster in women's motivation in contributing to the workforce and excelling in their careers. The government initiatives have a major impact on what Suleyman & Hayat (2011) wrote in relation to Emirati women changing their places in society, from being homemakers to being decision makers in the workplace. In a country where government entities are being established to ensure the proper support for Emirati women in the workplace and government officials are consistently trying to empower women in the society, it comes with no surprise that firms in the public and private sector are working on achieving the same support. Also, contrary to the recent statement of Tlaiss (2013) about most of the Emirati women being dissatisfied with their salaries, the results show that the majority of the women interviewed are actually satisfied with the salaries and the benefits they receive. Having that said, its only normal for the Emirati woman to feel empowered when focusing on her career and ultimately be proud of her professional achievements.

When we look at the barriers affecting the career progression of Emirati women, the results have identified several barriers, such as the lack of organizational support, resistance to focusing on one's career and others. The most important barriers are definitely the organizational barriers such as business trips, expatriates being afraid to share their knowledge, which slows the learning curve of these Emirati women. In a few cases, the lack of support of their managers and colleagues, the working hours and workload coupled with the lack of organizational support in some firms. What is interesting to note here is that, although most of the families encourage education and work, travelling on business trips could face some issues, which can be resolved by simply sending someone from the women's family to travel alongside her. On the other

hand, the working hours and workload is being dealt with from an organization level by being flexible with Emirati women when it comes to attendance and working hours. Although most of the firms do not have a written policy about flexi-times and telecommuting as mentioned by Omair (2013), most of the managers tend to be flexible and supportive when Emirati women have obligations with regards to personal reasons. If we look at the results, and although some have mentioned that the support received by their managers and colleagues were disappointing, the majority of the participants actually feel the opposite way and consider their managers and colleagues to be one of the main reasons causing their happiness and motivated at work. Looking at the lack of organizational support faced by some of the participants, the main concern is the lack of special support received as an Emirati woman. While only two participants expressed this feeling, a considerable amount of respondents answered that they actually felt the support of their organizations via the HR department and the leaves provided by their firms. These statements are aligned with Karam & Afiouni's finding about the majority of universities in the region catering to the local women's needs through HR policies and different leaves they provide, such as maternity leaves, Hajj leaves and others (2013).

CHAPTER VI

CONCLUSION

This research has allowed us to see the link between the three levels discussed during this field project and see how the initiatives that started in the early 70's with Sheikh Zayed, resulted in the development of organizations such as DWE and other establishments, that specialize in the reinforcement and development of Emirati women. The snowball effect continues and starts to be reflected in organizations, where HR policies and the environment are catered to support the Emirati women seeking a career with a firm. Finally, both the support of the government and companies affects the UAE society, families and ultimately Emirati women themselves.

It is interesting to note that some factors have a double impact on the Emirati women. If we look at the societal support for example, we tend to see that the effect it has on the career of these women, is both positive and negative. While society is definitely supporting the fact that women should work and excel, the full societal acceptance will probably take more time to materialize, as there is still some resistance with regards to this matter. The same applies to familial support, while all the families are supportive when it comes to education, we can still see some that do not have the same ideologies when it comes to employment and building a career. Another similar factor is the presence of expatriates in the workplace. While many Emirati women see the positives with the experience and multicultural exposure made possible by the presence of expatriates, others see them as threats and feel that their presence constitutes a barrier for their career development. This is mainly caused by their behaviors and lack of willingness to share their knowledge. More generally, this can also be associated to

managers and colleagues, which can have both a positive and negative impact on the career development of certain Emirati women. Having mentioned these factors that impact the career development of these women in both ways, this shows that things are progressing in a good way and that work still needs to be done in order to increase the positive impacts these factors have and automatically decrease their negative impacts.

Limitations

The limitations of this field project are two. First, the sampling criteria of the targeted population resulted in a small number of participants. Although compared to other studies conducted in the UAE, 12 participants is a decent number but the recruited candidates may limit the generalizability of results across the UAE. Second, the majority of the women interviewed are single with no children. Again, this only covers a part of the Emirati women and limits the generalization of all Emirati women working in the UAE.

Implication for Practice

While the UAE government is undoubtedly placing effort in supporting Emirati women's employment and career development, there is definitely some room for improvement. One of the first things that come to mind is the unifications of the salary bands for Emiratis and specifically women in all the UAE and not only in the capital Abu Dhabi. Furthermore, development initiatives can be lightly felt in some areas, it would be very beneficial for Emirati women if the government standardizes this process and widens its presence in order to be available for more women to benefit from. By focusing more on these two points, Emirati women will not only feel the support the country leaders are fighting to engrave in the Emirati culture, but will also feel more

supported by the different governmental entities, which will ultimately resolve the demotivation some women are feeling because other companies do provide more benefits, allowances and other special treatments to Emirati women.

From an organizational point of view, flexible timing is definitely something that should be more available and integrated in the policies and procedure of most the companies in the UAE. Doing so would allow Emirati women to have a decent balance between personal commitments and focusing on work. Although most of the women in the sample population are either not married or satisfied with the maternity leave, one candidate that actually had children, found that the maternity leave is not sufficient and should be extended. Indeed, when benchmarking the 6 weeks mandated by the labor law in comparison with other European nations, which give up to 6 months maternity leave. Some global companies actually offer more maternity leave than the 6 weeks, which is definitely something that should be considered.

Finally, from an individual point of view, there is not much to be done here as a big change has been witnessed over the recent years. Women are becoming more interested in working and climbing the career ladder and families are more supportive for them to implement this. Of course, with some extra effort from the government and organizations, a few barriers, which have been identified in this research, can be easily dealt with which will ultimately boost the career development of Emirati women in the UAE.

Implications for Research

After reflecting on the results, it appears that the situation of the Emirati women and their career employment is relatively positive. Further research should be done in order to determine whether this is a specific issue in the UAE or is this trend

spreading across the AME region? None of the women have mentioned anything about Islam or feeling the patriarchal nature of the Emirati society. It would be interesting to further dig in these two areas and try to understand the views and the impact on their careers. Another interesting area to focus on is the impact of marriage and their husbands "permission" as discussed by Metcalfe (2006) and its impact on the career of these women. Indeed, most of the women interviewed are not married so new researches should be distinguishing between unmarried and married women. While the drivers and motivation of single women might be very different than that of married women, differentiating and trying to identify the barriers and enablers of each of these 2 categories would be beneficial in order to add data and information on the topic. Also, while it is clear that the UAE government is driving efforts that result in the empowerment of women towards achieving a successful career and at the same time, the society seems to accept more and more women having successful positions, it would be also beneficial to try and understand their impact on the Emirati women themselves.

APPENDIX I

INTERVIEW PROTOCOL – ENGLISH

1. Can you tell me about the education you received?
   - Probe: English educated? Exposed to different cultures? Internships?

2. Are you considering to pursue your education further? Why/why not?

3. How supportive were your parents and close family of you pursuing an education?

4. How supportive were your parents and close family of the idea of you working and progressing in your career?
   - Probe: husband/father/brother/son/mother/sister/daughter

5. How supportive is the surrounding society of you working and progressing in your career?
   - Probe: neighbors, extended family, employment regulations, laws, social expectations, current customs

6. To what extent do you perceive that you are getting paid fairly?
   - Probe: in comparison to men, in comparison to other women, in comparison to women in the private/public sector

7. Can you tell me about some organizational policies and practices that make you more comfortable at work and support your career progression?
   - Probe: Flex-Timing, Work from home, reduced travel requirements, education sponsorship, Maternity leave, etc…

8. How supportive have your managers and colleagues been to your career progression?

9. During your career, were you required to travel abroad for work purposes? How did you deal with it?
   - Probe: Is this impact negatively your professional life? Personal life?

10. Do you work because you have to (financial reasons, other reasons)? If not, why do work, what is the meaning of work to you?

11. To what extent do you think that the UAE governmental policies have supported your employment and career development? Which specific initiates were the most supportive for you?

12. To what extent are you satisfied with your current career progression?.
    - Probe: If your career development was slower / different, do you think you would have continued with your current firm?

13. Looking back at your employment and career progression, what were some of the main barriers that you faced and how did you overcome them?

14. To what extend did your family networks and / or your connections have been helpful to securing a Job?

15. To What extend did your family networks and / or your connections have been helpful to progressing in your career?

16. What do you think about the presence of expatriate employees in your firm? Do you constitute an obstacle for your career development?

17. Looking back at your employment and career progression, what were the critical incidents that helped you in your career progression

18. What advice would you give for young women in the UAE seeking to pursue a career?

19. Demographic variables:
    a. Sector (private/public) and industry.
    b. Year of first full time job
    c. Year of birth
    d. Marital status and number and age of kids (and ask about age upon marriage)
    e. Family Status : (Mid, Top, Royalty)
    f. Mother's education & occupation
    g. Father's education & occupation
    h. Household structure

APPENDIX II

INTERVIEW PROTOCOL – ARABIC

بروتوكول المقابلة

يتألف بروتوكول المقابلة من الأسئلة التالية:

١. هل يمكن أن تخبريني عن التعليم الذي تلقيتيه ؟

  – دقق : التعليم الإنجليزية ؟ تعرضت لثقافات مختلفة ؟ التدريب المهني ؟

٢. هل تفكرين في مواصلة التعليم الخاص بك مزيدا ؟ لماذا / لماذا لا؟

٣. كيف توصفين دعم والديك و عائلتك لمتابعة التعليم؟

٤. كيف توصفين دعم والديك و عائلتك لفكرة العمل و تتقدم في حياتك المهنية ؟

  – دقق : الزوج / الأب / الأخ / ابن / الأم / الأخت / ابنة

٥. كيف توصفين دعم المجتمع المحيط لفكرة العمل والتقدم في حياتك المهنية ؟

  – دقق: الجيران، و الأسرة الممتدة واللوائح والعمالة، و القوانين ، والتوقعات الاجتماعية والجمارك الحالي

٦. إلى أي مدى تظنين أن راتبك هو عادل ؟

  – دقق : بالمقارنة مع الرجال ، بالمقارنة مع غيرها من النساء ، بالمقارنة مع النساء في القطاع الخاص / العام

٧. هل يمكن أن تخبرني عن بعض السياسات والممارسات التنظيمية التي تجعلك أكثر راحة في العمل و دعم التقدم الوظيفي الخاص بك ؟

  – دقق : توقيت مرنة ، العمل من المنزل ، وانخفاض متطلبات السفر ، والرعاية والتعليم، و إجازة الأمومة، الخ...

٨. كيف توصفين دعم المدراء و زملائك كان لتطور حياتك المهنية ؟

٩. خلال حياتك المهنية، هل كان مطلوب منكي السفر لأغراض العمل ؟ كيف تعاملتم معها ؟

  – دقق : هل هذا أثر سلبا على حياتك المهنية ؟ الحياة الشخصية ؟

١٠. هل تعملين لأنك مجبرة (أسباب مالية ، أسباب أخرى) ؟ إذا لم يكن كذلك، لماذا تعملين ، ما هو معنى العمل بالنسبة لك؟

١١. إلى أي مدى تعتقدين أن السياسات الحكومية في الإمارات العربية المتحدة دعمت عملك والتطوير الوظيفي محددة أيا كانت الأكثر داعمة بالنسبة لك؟

١٢. إلى أي مدى أنت راضية عن التقدم الوظيفي الحالي ؟

– دقق : إذا كان التطور الوظيفي الخاص أبطأ / مختلفة ، هل تعتقدين أن كنت قد واصلت مع شركة الحالية الخاصة بك؟

١٣. إذا نظرنا إلى الوراء في عملك و التقدم الوظيفي ، ما هي بعض الحواجز الرئيسية التي واجهتها وكيف تغلبتي عليها؟

١٤. إلى أي مدى كانت شبكات عائلتك و / أو الاتصالات (المعارف) الخاصة بك مفيدة لتأمين وظيفة؟

١٥. إلى أي مدى كانت شبكات عائلتك و / أو الاتصالات الخاصة بك مفيدة لتتقدم في حياتك المهنية ؟

١٦. ما رأيك في وجود موظفين المغتربين في شركتك ؟ هل تشكل عقبة أمام التنمية حياتك المهنية ؟

١٧. إذا نظرنا إلى الوراء في عملك و التقدم الوظيفي ، ما هي الحوادث المهمة التي ساعدت في تطور حياتك المهنية؟

١٨. ما هي النصيحة التي تقدميها للشابات في الإمارات العربية المتحدة التي تسعى لممارسة مهنة ؟

١٩. المتغيرات الديموغرافية:

أ .القطاع (خاصة / عامة) والصناعة.

ب .عام أول وظيفة بدوام كامل

ج .سنة الولادة

د .الحالة الاجتماعية وعدد وعمر الاطفال (عمره عند الزواج)

ه .الوضع العائلي :(منتصف، الأعلى، غير محفوظة الحقوق)

و .التعليم و وظيفة الأم

ز .التعليم والاحتلال الأب

ح .هيكل المنزلية

APPENDIX III

EMAIL TO RECRUITS – ENGLISH

INVITATION TO PARTICIPATE IN A RESEARCH STUDY

This is not an official message from AUB

Attention to Ms. / Mrs. (Name of Participant),

I hope this email finds you well. You are being contacted for the purpose of requesting your participation in a study conducted by Dr. Fida Afiouni from the Suliman S. Olayan School of Business at the American University of Beirut.

This study investigates the multi-level barriers and enablers to women's career development in the UAE and requires the participation of 14 Emirati women aged between 25 and 40, holders of a university degree and engaged in a successful career. You were selected to participate in this study because you meet these inclusion criteria. Approval to conduct the study has secured by the institutional review board at AUB. The interview will be conducted in full privacy at a place and time that you specify at your convenience and will last for around 30 to 35 minutes.

Your participation is purely voluntary. Refusal to participate in this study will not affect your relationship with AUB in any way.

This study is purely for research purposes. Please find attached the Informed Consent Form that outlines your rights as a participant to withdraw from the study, and/or to refuse to answer any question, without any consequences. The consent form also highlights the data confidentiality and protection of privacy. It is advised you print a copy for your own records.

Should you approve to participate in this study, please reply back to this email with a couple of suggested times and dates for the interview at your convenience.

Should you have any concerns or questions about this project, you may contact:

The investigator mentioned above via email fa16@aub.edu.lb or by phone +961-70-895509 or the Co-PI Mr. Gabriel Bardawil via email gabardawil@hotmail.com or by phone +971562680949

If you have any questions about your rights as a participant in this research, you can also contact the Institutional Research Board at the American University of Beirut:

PO BOX: 11-0236 F15 Riad El Solh, Beirut 1107 2020 Lebanon

Tel: 00961 1 374374, ext: 5445. Email: irb@aub.edu.lb

I look forward to hearing from you soon

Sincerely,

Gabriel Bardawil
Master in Human Resources Management Student
American University of Beirut

APPENDIX IV

EMAIL TO RECRUITS – ARABIC

دعوة للمشاركة في دراسة بحثية

هذه ليست رسالة رسمية من الجامعة الأميركية في بيروت

انتباه (إسم الشخص)

تحية وبعد،

إنّ الغرض من هذا الكتاب هو طلب مساعدتكم في الدراسة التي تجريها الدكتورة فدى أفيوني من كلية سليمان العليان لإدارة الأعمال في الجامعة الأميركية في بيروت.

تبحث هذه الدراسة حواجز متعددة المستويات والعوامل المساعدة في التنمية المهنية للمرأة في دولة الإمارات وتتطلب مشاركة المرأة الإماراتية 14 الذين تتراوح أعمارهم بين 25 و 40، حاملي شهادة جامعية وتعمل في مهنة ناجحة. وقد تم اختيار منك أن تشارك في هذه الدراسة لأنك تلبية هذه المعايير إدراج. وقد حصلت على موافقة لإجراء الدراسة من قبل مجلس المراجعة المؤسسية في البنك الأهلي المتحد. وستجرى المقابلة في الخصوصية الكاملة في المكان والزمان الذي تحدده على راحتك وسوف تستمر لنحو ٣٠ إلى ٣٥ دقيقة.

إنّ مشاركتكم هي طوعية بحتة، كما أنّ رفضها المشاركة في هذه الدراسة لن يؤثر على علاقتكم مع الجامعة الأميركية في بيروت بأي شكل من الأشكال، كما نؤكّد أنّ أي معلومة سوف نحصل عليها سوف تبقى سرية ولن يتمّ ربطها بمدرستكم بأيّ من الأشكال.

هذه الدراسة هي محض لأغراض البحوث. تجدون طيه استمارة الموافقة المستنيرة التي تحدد حقوقك كمشارك في الانسحاب من الدراسة، و / أو أن يرفض الإجابة عن أي سؤال، دون أي عواقب. استمارة الموافقة أيضا تخبركم على سرية البيانات وحماية الخصوصية. ينصح قمت بطباعة نسخة عن السجلات الخاصة بك.

يجب عليك الموافقة على المشاركة في هذه الدراسة، يرجى الرد على هذه الرسالة مرة أخرى مع الأوقات والتواريخ المقترحة للمقابلة على راحتك.

إذا كان لديكم أي أسئلة حول هذه الدراسة، الرجاء الاتّصال بالباحثة المذكورة أعلاه بواسطة البريد الالكتروني fa16@aub.edu.lb أو بواسطة الهاتف على الرقم ٨٩٥٥٠٩ ٧٠ ٩٦١ +.

أمّ إذا كان لديك أي أسئلة عن حقوقك كمشارك في هذا البحث، فيمكنك أيضاً الاتصال بمجلس البحوث في الجامعة الأميركية في بيروت:

صندوق بريد: ف١٥ ١١–٠٢٣٦ رياض الصلح، بيروت ١١٠٧ ٢٠٢٠ لبنان

هاتف: ٣٧٤٣٧٤ ٠١ ٩٦١ +، مقسم: ٥٤٤٥ البريد الإلكتروني: irb@aub.edu.lb.

شاكرةً لكم تعاونكم،

مع خالص التقدير،

كبريال بردويل

طالب في الماجستير في إدارة الموارد البشرية

الجامعة الأميركية في بيروت

APPENDIX V

CONSENT FORM – ENGLISH

American University of Beirut

Olayan School of Business

Uncovering multi-level barriers and enablers to women's career development in the UAE

Principal Investigator   : Dr. Fida Afiouni, PhD.

Co-PI   : Dr. Yusuf Sidani, PhD

Co-PI   : Gabriel Bardawil, Student

CONSENT FORM FOR PARTICIPATION IN QUALITATIVE RESEARCH

You are cordially invited to participate in a research study conducted by Dr. Fida Afiouni from the Suliman S. Olayan School of Business at the American University of Beirut.

Following are details explaining the study and the procedure involved in it. Please read the information below and feel free to ask any question that you may have. After you read the following script, and if you decide to participate in this study, you will be asked to provide your consent for participation, before being interviewed.

A. **PROJECT DESCRIPTION**

This study investigates the multi-level barriers and enablers to women's career development in the UAE and requires the participation of 12 Emirati women aged between 25 and 40, holders of a university degree and engaged in a successful career. You were selected to participate in this study because you meet these inclusion criteria. Approval to conduct the study has secured by the institutional review board at AUB.

Kindly note that participation in this study is on a purely voluntary basis. If you decide not to participate, your decision will not affect your relationship with AUB.

If you decide to participate, please note that you will be interviewed by a trained interviewer and you will be asked questions about your employment situation and about the barriers and enablers that you face in relation to your carrier development, in addition to some demographic information about yourself. The interview will be conducted in full privacy at a place and time that you specify at your convenience and will last for around 30 to 35 minutes.

B. **POTENTIAL BENEFITS TO SUBJECTS AND/OR TO SOCIETY**

There are no expected direct personal benefits from participating in this study. There are, however, potential benefits for enhancing scholars' and manager's understandings of the

reasons behind women's career progression in the Arab world and will help shape policies towards greater career progression for Emirati women in the workplace.

C. POTENTIAL RISKS
There are no risks associated with the study beyond daily life risks.

D. PAYMENT FOR PARTICIPATION
While we are appreciative of your time and thankful for your participation, please note that you will not receive payment for participating in this study.

E. CONFIDENTIALITY
Your name will not be recorded on data coding systems used in this study, but rather an alphanumerical code which the researcher will allocate to your recorded and transcribed data will be used. Only the principal investigator will have access to the identifiers that link your name to your response.

Your recorded and transcribed answers will be kept confidential to the fullest extent possible. This means that only the principal investigator will know about your specific answers. Only information that cannot be traced to you will be used in reports or manuscripts published or presented by the principal investigator. Recorded and transcribed data will be kept in a locked cabinet in the office of the principal investigator for a period of three years following the termination of the study. After the three years have elapsed, the raw data will be destroyed. The coding key will be kept safely in a different remote location.

F. CONTACT INFORMATION
If you have any questions about this study, feel free to contact the Principal Investigator Dr. Fida Afiouni by email: fa16@aub.edu.lb or by phone 01-374374 ext. 3725 or Mr. Gabriel Bardawil via email gabardawil@hotmail.com or by phone +971-56-2680949.

If you have any questions about your rights as a participant in this research, you can also contact the Institutional Research Board at the American University of Beirut:
PO BOX: 11-0236 F15 Riad El Solh, Beirut 1107 2020 Lebanon
Tel: 00961 1 374374, ext: 5445. Email: irb@aub.edu.lb

G. PARTICIPATION AND WITHDRAWAL
You can choose whether to be in this study or not. Your participation is purely voluntary. If you volunteer to be in this study, you may withdraw at any time without consequences of any kind. Refusal to participate in the study will not involve any penalty and will not affect your relationship with AUB in any way.

H. PERMISSION TO TAPE THE INTERVIEW
We would like to tape record these interviews so as to make sure that all the information you provide is transcribed accurately. We will keep the interview tapes in a locked cabinet in the office of the principal investigator. The tapes will only be used by the principal investigator and will not be shared with anyone else. Only the aggregated data from the interviews (which will have no identifiers) will be published. You may still participate in the interview if you do not want to be taped.

I. PERMISSION TO QUOTE FROM THE INTERVIEW

We may wish to quote from this interview either in the conference presentations or academic articles resulting from this work. A pseudonym will be used in order to protect your identity, unless you specifically request that you be identified by your true name.

J. SIGNATURE OF RESEARCH SUBJECT

I understand the information provided for the study "Uncovering multi-level barriers and enablers to women's career development in the UAE" as described herein. I acknowledge that my inquiries about the study were either answered to my satisfaction or contacts have been provided for further investigation I might wish to pursue. I also understand that I can print out and keep a copy of this consent form for my own reference.

Do you voluntarily consent to take part in this study?

☐ I agree to participate in this study ☐ I refuse to participate in this study

Before we begin the interview, do you also voluntarily consent to this interview being recorded?

☐ I agree to be recorded ☐ I refuse to be recorded

We may quote from this interview either in the conference presentations or academic articles resulting from this work. A pseudonym will be used in order to protect your identity. Do you agree to allow us to quote from this interview?

☐ I agree to be quoted ☐ I refuse to be quoted

_____
Your Printed Name

_____   _____
Your Signature   Today's Date

_____
Printed Name of Interviewer

_____   _____
Signature of Interviewer   Today's Date

INSTITUTIONAL REVIEW BOARD APPROVAL STAMP:

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