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Status of Women Leadership and Empowerment in Egypt: A Perception study of Government and Non-Governmental Organizations

Aya Tousson

The American University in Cairo

School of Global Affairs and Public Policy

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Supervised by: Professor Shahjahan Bhuiyan

By: Aya Tousson

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Abstract

In this modern world, women leadership has gradually become a critical issue, particularly women's rights to equality. The aim of the study is to examine the relation between women empowerment and women leadership in the governmental and the Non-Governmental Organizations (NGOs) in Egypt. The units of analyses in this study include female senior bureaucrats in the Egyptian government as well as founders or managers of NGOs. Data was collected from the selected female dignitaries, who are decision-makers in their organizations through structured and semi-structured interviews and online surveys to employees of both sectors. The study further examined how empowerment, influenced by gender, affects leadership in the government and non-government sectors. It also analyzed the different aspects of empowerment (social, economic, educational and psychological) to women's leadership. The study indicates that gender makes a difference in the exercise of leadership and the perception of people about female leadership. The study has shown that there is a strong correlation between empowerment of women and leadership but there is more to be done in this aspect in Egypt. The research concludes that women have a role to play to change or set an organization or institution and its culture but there are some challenges including psychological barriers and cultural stereotypes that hinder women's advancement in Egypt.

Keywords: Women Leadership, Women Empowerment, Gender, Governmental and non-governmental organizations; Egypt.

Chapter 1: Introduction

1.1 Background

In the last decades, women empowerment has become a vital topic of study in various fields such as sociology, anthropology, economics, political sciences, gender studies, cultural studies, and public policy and administration. Moreover, women empowerment has occupied a preponderant place in the discursive sphere in both western and developing societies. The development agencies ,worldwide including the different United Nations (UN) and NGOs, are focusing on women empowerment, because it is the way enforcing and strengthening societies (Tinker, 1999). For nations to develop and grow, having an empowered women labor force is a necessity.

In recent times, there has been increased presence of women in leadership positions on a global level as presidents, prime ministers and governors which encourages other women to follow their dreams and aspirations (Jalalzai, 2016). In addition to this, one can notice the contribution and impact of women leaders during the COVID-19. Media outlets have highlighted how women leaders were handling the crisis better than men leaders. As a result, Aldrich & Loitito(2020, p.5) conducted a research and found that: countries with higher women representation : "in policy-making process may produce different policy outcomes, perhaps reflecting a generally higher level of gender equality in society."

Yet, issues about gender inequality in terms of leadership positions still persist not only in the Middle East and North Africa (MENA) region but also in Europe where with all its "advancement women are still unequally paid compared to men" (Hantrais, 2000, p.182). Till today, it is still not easy for women to achieve what they want under various social and economic circumstances. These include societal norms that views the woman's place as being at home.

Even in cases where women have work opportunities, issues pertaining to the 'glass ceiling' phenomenon, where job progression is restricted raises questions about real empowerment and inclusion.

Globally, there are policies in place that have contributed significantly towards alleviating the problem of gender inequality. On the international front, there are several international agreements that outline women's rights. These include the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW), the Beijing Declaration and Platform for Action (PFA) and the Sustainable Development Goals (SDGs). Additionally, the world made the promotion of gender equality and women empowerment a priority in 2000 through the Millennium Development Goals (MDGs). In 2015, nations around the world renewed their commitment again through the SDG goal number five which focuses on gender equality.

In Arab societies for example, women's roles are outlined from their ancestors and "regulated by sharia and predominant social norms" (Said- Foqahaa& Maziad, 2011, p.236). Patriarchal attitudes are embedded in cultural doctrines which restrict women's participation and leadership in the region. This patriarchal attitude is represented even between the eldest and younger siblings and domination of men to women within families or marriages (Fargues,2005). Cultural pressures and gender norms control women's advancement in Arab societies where women are expected to take care of household chores and raise their children while seeking a career. As noted by Offenhauer (2005), for a long time the status of gender in Muslim societies, especially in relation to women was mentioned in passing: "stereotyped and sensationalistic ways, while the bulk of locally produced literature on women in Islam consisted of discussions of the 'right' place of women in society" (Offenhauser, 2005, p.4). On the other hand, Saʿdāwī (2015, p. 306)

pointed out that women, during Prophet Mohamed era: "played an important role in social and economic issues and participated in wars, battles, struggles and politics".

In order to understand more women's situation in Muslim world , it is believed that the separation of religion and culture is not feasible. This is due to different factors including hybridity of the society to beliefs and norms (Al Areqi, 2017). Even in Egypt, the nature of the culture is dominated by: "patriarchal values where men have structural control over politics, legal, economic and religious institutions" (Glick & Fiske, 1997; Mostafa, 2003, p.254) especially in rural cities.

Despite the existence of such challenges, women continue to play important roles in the Egypt society. For example, women contributed significantly to building and leading the country during important and sensitive times, including the 1919 revolution against British occupation. It was the first time to see women taking the streets. Most recently, women's participation in the 2011 revolution, including the post revolution period and drafting of 2014 constitution, has been very significant. Also, a great focus has been given to women and women issues in Egypt, especially, with the National Women Strategy for 2030. Egypt has emphasized efforts in four pillars: political empowerment and leadership, economic empowerment, social empowerment; and protection (Organization for Economic Co-operation and Development, 2018).

Going back to Anwar Sadat's period, Jihan focused on the rights of women including family planning and participation of women in politics. She for the Personal Status Law in 1979 which was controversial at the time. The 'Jihan law', as known, gave women many of their rights and demands (Sadat & Botros, 1987; Botman, 1999). In 2000, the Mubarak-led government established the National Council for Women to raise the status of women and enable them to

play an effective role in society. In recent times, one of the most important charters which has been touted in some circles as an accomplishment to feminist movement and women empowerment is the 2014 constitution. It is important to notice that there are at least 20 articles in the constitution related to women's issues. Article 11 for instance states that:

"equality regardless of gender; ensure appropriate representation of women in the houses of parliament; protection of women against all forms of violence, and ensures women empowerment to reconcile the duties of a woman toward her family and her work requirements; support for the women, children and elderly" (Constitution of the Arab Republic of Egypt, 2014).

Despite all these efforts, women's social and economic issues have continued to surface in public debates after the 2011 revolution (Abdelgawad and Hassan, 2019). This is because, women's representation in the workforce still remains insignificant, ranging between 20 percent and 25 percent, while the global average is 52 percent (Center for Economic and Social Rights, 2013). In addition, recent indexes and studies done on gender equality and inequality have shown obvious gaps. According to the 2018 Global Gender Report, Egypt ranks 135 out of 149 countries in Global Gender Gap score (World Economic Forum, 2018, p.87).

While women engagement and empowerment are important for women to reach leadership and reduce gender gap, women face a lot of challenges and obstacles. Among the common challenges faced by women worldwide are gender stereotypes, family demands, glass ceiling, biased promotion and performance and resistance to women leadership (Madsen & Ngunjiri, 2015). In 2016, the percentage of women in leadership positions was only 7.1 (World Bank, 2018). Egypt, Minister of Planning, Dr Hala Said, stated that: "about 43 percent of the administrative system was taken over by women; only 27 percent to 28 percent occupying leading roles. We try to increase this percentage up till 43 percent; women are half of the society

supporting the other half" (Elbakry, 2019). Despite the participation of women in labor, women aren't fairly treated and compared to men.

Among the challenges faced by Egyptian females, according to World Bank study in 2018, are the finding the opportunity to work which depends on social networks and connections, working hours, finding a fixed term job, transportation and harassment on the streets. Also, the study found that women preferred to work under male managers more than female managers. Female managers are more competitive and tend to mix between personal and professional spheres. In addition to this, the study showed that: "female participation in ownership, top management, and in full time employment in Egypt is lower than the average of the MENA region (p.53)"

In this context, this thesis aims to examine how empowerment affected by gender influence women leadership in the governmental and the Non-Governmental Organizations (NGOs) in Egypt. The research will point out the challenges and obstacles for women leadership. Therefore, the study will fill some gaps in previous studies, by bringing some answers to the following research questions.

1.2 Research Questions:

The main question is:

- Does one's gender influences the way he/she exercises leadership and the way people (both inside and outside his/her organization) perceive how he/she exercises his leadership?

Sub-question is:

- What is the relation between women leadership and women empowerment in governmental and non-governmental organizations in Egypt?

1.3 Justification for the Study:

On a global level, there is a hesitancy to hire women in managerial positions (Eyring and Stead, 1998), hence female leaders are given positions with a lower visibility and less opportunities to make significant contacts (Ohlott et al., 1994). Women are given significantly less money compared with men in equivalent jobs, they frequently find managerial promotions tough and experience barriers (Mostafa, 2003).

As mentioned above, women leadership is a key element to the advancement of nations and achieving the SDGs. This study is important because it address the importance of empowering women to become leaders and adds to the existing women empowerment and leadership in Egypt . Especially that the existing literature focus on the gender differences in leadership. Also, there is relatively little research on the correlation between women leadership and women empowerment in the governmental and non-governmental sector in Egypt. While, most of the available resources focus on the different leadership styles between men and women. This research will study how empowerment affected by gender influence women leadership in the governmental and NGO sector in Egypt. In addition to this, the study will contribute to literature of women leadership in Egypt since there is little focus and data on women empowerment and leadership in Egyptian context.

It is important to highlight that governmental and non-governmental organizations were chosen because this is the sector that mainly works on the development of women in the society. Most of

the development projects are either implemented by governmental or NGO agencies. Hence, it was important to interview participants from both sectors.

1.4 Structure of the thesis

This thesis is divided into six chapters. Chapter one gives an overview on the context of women in the MENA region and Egypt and working environment in governmental and NGO sector. Chapter two reviews relevant literature of the study and finds out the literature gap. It also discusses different leadership styles and theories. Chapter three entails the conceptual framework, defines the notion of power and tools for measuring leadership of women. Chapter four presents the research methodology. In chapter five, there is the data analysis and discussion section. Finally, chapter six is the conclusion and recommendations for future studies.

Chapter 2: Literature Review

2.1 Perceptions of women's roles and attitude towards women:

Gender roles concern the perception society about the appropriate actions and activities for males or females (Eagly, 2013). In the Middle East for instance, men have often been perceived as breadwinners and decision makers (Offenhauer, 2005) who have the final say. While women's role in society is outlined by different aspects like the Islamic Shari'a law, customs, norms and laws have often been set by men for the advantage of men (Sikdar & Mitra, 2012). In the past, like in most parts of the world, the woman's main role was mostly restricted to taking care of children, cleaning and cooking (Moghadam, 2003). Yet, according to a study conducted by Zahi Yaseen (2010, p.67), it has been noted that women in the Arab world were better than men on four issues — "idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration". While, Arab men exceed the performance of women on two transactional scales— managing passively(they tend to wait until the problems are serious to interfere) and focusing on mistakes.

Discouragement and family structure in the past have affected the gender role in society (Heilman, 1997; Schreiber, 1998). There are certain expectations and attitudes towards women (Spence & Helmreich, 1972) which are based on negative stereotypes and assumptions about their traits and characteristics. According to previous studies, among the common attitudes, specifically towards women who work, it has been found that:

- there are misconceptions regarding women's abilities and undermining women's capacities to do the job (Mott, 1998);

- there is reluctance to hire women and preference to promote men than women (Eyring &Stread, 1998);

- there is unfair treatment and payments (Browne, 1997; Kirchmeyer, 2002).

In general, as mentioned earlier, it is only recently that attention has been given to women studies in the MENA region. In the report prepared by the Federal Research Division of the Library of Congress entitled 'Women in Islamic Societies: A Selected Review of Social Scientific Literature', Offenhauer (2005, p. 87) described how society perceives women as "participants in the political processes." Nevertheless, the acknowledged the fact that in the past years, the MENA region has witnessed certain transformations states as more women have exhibited "great variety in their political complexion, in their avowal of religious commitment, and in the radicalism of their demands for change" (Offenhauer. 2005, p.4).

The idea that women are to be full-time mothers whose career and work are less of a priority (Kaufman & Fetters, 1980) is based on the concept of motherhood and domesticity (Japer, 2001). According to Haj-Yahia (2000), the patriarchal power of men in Middle-Eastern countries manifests in the relation between males and females and the attitude towards women. in essence, men control everything. Some of the common embedded beliefs in the Egyptian culture are that women are less capable, and they need protection from men. As Moussa (2011, p. 1) surmised:

> "popular perceptions of women as irrational beings with lesser mental faculties prevail, advancing the view that women are vulnerable beings in constant need of protection and guardianship by a male relative".

This perception in fact affects how women's freedom and independence are perceived in the Middle East society. According to a 2017 International Men and Gender Equality Survey (IMAGES) conducted by UN WOMEN, 87 percent of Egyptian men believe the woman's basic role is to be a housewife. The study also revealed that the belief that men are to make the final decision in the family is held by 90.3 percent of men. The study notes that:

> "These patterns begin in childhood, with men and women often following the models established by their parents. Both men and women reported having more power and control in household decision-making than the other gender acknowledges" (UNWOMEN, 2017, p.42).

Among other gender-based constraints for a woman is also the idea that her place is at her husband's home. In fact, this idea is supported by the results of a study conducted by Egyptian Population Council entitled 'Young People's Attitudes towards Gender Roles and the Gender Gap in Egypt study.' When asked about the future of girls, about 50 percent of male and female respondents replied, "marriage" regardless of the educational level. This shows that in the Arab region and especially in Egypt, gender roles are outlined for girls before anything else. Even when a woman gets married, she has to obey not only her husband (male figure) but also her mother-in-law (Inhorn,1996; Kandiyoti, 1991).

2.2 Measuring women empowerment

Women empowerment is a key element for societies and communities to advance in every aspect of life. As noted by Mehta and Sharma (2014, p. 7), "Empowerment is seen as liberating as simply good leadership". It supports the creation of stronger culture of "initiative, innovation and accountability." In the Arab world, one study that explores women's empowerment in detail is

Shaya and Khait (2017) study on the feminization of leadership in the United Arab Emirates. Using a conceptual model that explores the principal social and cultural factors inducing the success of Emirati women in attaining senior leadership roles and shaping their leadership style, Shaya and Khait, (2017) found that cultural perceptions of the issue in UAE are not related to religious principles, but to social traditions. It also showed that the negatively stereotyped image of women, whose role is strictly within the familial borders, tended to evolve, thanks to education and to employment. Finally, it revealed that the role played by the government is not only in encouraging families to empower women, but also in ensuring decision making positions to be occupied by female employees. Although Egypt is an Arab country, the woman's status and way of thinking are quite different. For example, contrary to the Emirati Constitution, the Egyptian has not stressed on equality between women and men. Male and female Egyptians are all designated as "citizens", with equal duties and rights.

The challenge with the issue of empowerment and women inclusion is not only about having the right laws, but also about semantic meanings and conceptualization. Malhotra and Schuler (2002) have tried to clarify this point through an empirical study in India. Their study demonstrated that "while empowerment in general requires institutional transformation, women's empowerment requires systemic transformation not just of any institutions, but specifically of those supporting patriarchal structures" (Malhotra and Schuler, 2002, p.71-72). In the context of NGOs, Ahmed (2017) has analyzed the empowerment of illiterate women in Egypt and found that the empowerment of women varies in four dimensions— economic empowerment, social empowerment, educational empowerment, and health empowerment.

According to Thomas and Velthouse (1990), they outlined psychological empowerment as intrinsic task motivation manifested in four cognitions: significance, competence, choice and power.

There are two types of empowerment strategy: extrinsic and intrinsic. The extrinsic empowerment strategy is characterized by top to bottom; basically, the development programs or governments begin empowerment from outside. While, the intrinsic empowerment strategy is the opposite; it is from within starting from bottom-up. This is when women inspire themselves and become empowered.

Huis et al. (2017) believed that women empowerment can be based on three models. One of which is a bottom to top process. It was not only about sharing or giving power to women, but it was in the involving in the structural changes in mindset of people regarding the social and economic structures, political ideologies, and norms.

There are various theories for empowerment. One of them is the Hall's theory (identity empowerment theory) which is based on probabilities in social, family and group behavior. This assumes that empowered women are the ones who are able to commit and implement goal-oriented activities, comprehend and know their strengths and weaknesses to cope with conflicts in their relationships (Hall, 1990).

It is important to note that the feminist theorists developed models of empowerment in line with the history of women's oppression in society with the aim to reach equality (Kabeer,1999; Worell & Remer, 2003). Worell and Remer (2003) proposed model for women empowerment founded on four principles: individual and social identities, understanding of gender-role

stereotypes and oppression, voicing traditional feminine characteristics, and awareness of the inadequate power status between genders (Johnson et al., 2005; Worell & Remer, 2003).

Scope of women empowerment varies, they are social including culture and norms, psychological domains, educational, economic, political and legislative (Malhotra, Schuler, & Boender, 2002). The empowerment process is a circle process which means that each factor of this factor needs to be sufficiently achieved for women to be fully empowered. It is important to note the multidimensionality of women's empowerment, which means that women can be empowered in a certain aspect and not the other.

Stromquist (1993) has defined women empowerment through four components: cognitive, psychological, economic and political. According to her, the cognitive factor was the understanding of women to their situations of subordination and what was causing these situations. The psychological aspect was the personal and societal support to enhance their situations or issues with the belief that they can succeed. The economic component was women's source of financial autonomy , i.e. job/career. Finally, the political component entailed political and social terms and surroundings.

While, Mandal (2013) categorized empowerment of women into five main aspects: social, educational, economic, political and psychological. Another pillar was added in the research which was the legislative aspect which is base of women's right.
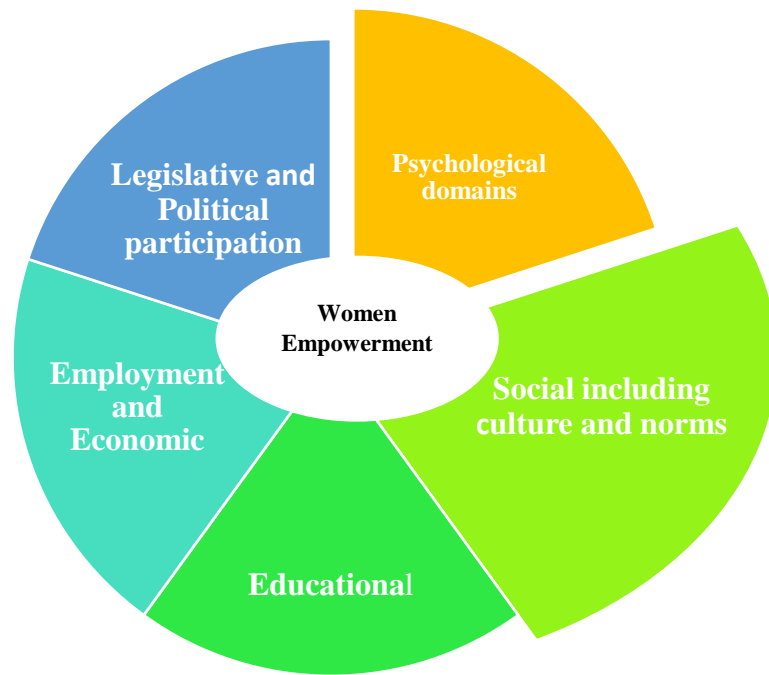
Figure 1: Women Empowerment Model

Source: The Author

2.2.1 Psychological domains:

Conger and Kanungo (1988) considered empowerment as support for personal efficacy. Thomas and Velthouse (1990) developed this idea by defining empowerment in four aspects: meaning, competence, self-determination and impact. It has to do with woman's inside motivation to achieve and grow. It also has to do with the care and trust her smaller family have for her. Sometimes, in cases where family do not trust or believe in the woman, she then wants to prove them wrong and follows her dream. Psychological factor has to do with plans for the future and sense of security from within.

In Stromquist's (1995, p.42) view, the psychological domain is: "development of feelings that women can act upon to improve their condition. This means formation of the belief that they can

succeed in change efforts". While Jack (1992) indicated that women themselves might start to believe that they cannot change their environment or situation which can affect their persistence to have equal rights. While, Menon (2001, p. 161) describes psychological empowerment "a cognitive state characterized by a sense of perceived control, competence and goal internalization".

The psychological factor is the development of women to individual and societal level belief that they can achieve or change their conditions. As indicated by Stromquist (1988), psychological factor is significant, but it needs to be supported with economic resource. It includes self-esteem, self-efficacy, self-determination, self-confidence, self- awareness, positive thinking and it ultimately based on Thomas and Velthouse (1990, p. 672-673) theory, the definition of psychological empowerment lies in the intrinsic empowerment through four aspects : "meaning, competence, self-determination and impact" which leads to wellbeing and happiness of women to be able to excel in different areas.

2.2.2 Social empowerment:

As indicated by Gangrade (2001, p.1) the social empowerment is perceived as "equal status to women opportunity and freedom to develop herself." As Beneria and Roldan (1987) noted that, societies are controlled by patriarchal hierarchy, which makes them more vulnerable to the control. Women's life is full of several family obligations and constraints. With the great importance given to cultural norms in the Arab and Middle Eastern countries, roles and responsibilities are defined by it. Culturally, it is expected that people abide by those gender expectations. In the past it was mostly men who were leaders.

Some women regard marriage or their partners to be the most challenging place to negotiate gender responsibilities (Bruce, 1989; Deutsch, 1999; Rowlands, 1997). Marriage relationships are the most salient for undergoing power relations.

Among the most important determinants of social domains are the family or what people would say about the woman. Women's lives are controlled by the society, norms and culture because families are afraid of the stigma and discrimination that might be associated to their girls.

Despite the great importance of the social factors for empowerment and the role families influence of women empowerment, scholars indicated that change effect of gender relations are is slow in this aspect (Rowlands, 1997; Sullivan, 2004).

2.2.3   Educational empowerment:

One of the most important domains of women's empowerment is education. As indicated by Stromquist (1988), formal education has been proven as a substantial contribution to advancing gender identity by elimination of sexual stereotypes and promotion of positive gender identities through the curriculum.

Murphy (2012, p.127) argued that education has an impact to influence women empowerment in family settings if it "improves their gender consciousness, relational resources, and material resources". This in fact gives women more skills and knowledge about their rights and raise their awareness to address inequality and negotiate for their rights.

Education is a vital element in the process of empowerment. In the past, women were not sent to school because it was believed that they would not need education as their place is at home. But with the development and empowerment given to women, they are schooled. Education plays an essential role to build of the dreams and achieve more (Haghighat,2013).

2.2.4 Employment and Economic Activities

Among the most important determinants for women empowerment are the employment and economic income. As stated by Hall (1992, p.62), the economic aspect engages women in "productive activity that will allow them some degree of autonomy". Nowadays, it is more culturally expected for women in Middle Eastern to be leaders but sometimes women are faced with glass-ceiling in their careers because of their gender.

Vogler (1998) claimed that the partner with the greater contribution to the household income has a stronger and more dominate part in the decision-making process. Hence when women have a paid employment and access to economic resources, it makes the power relation between couples more balanced. Sometimes women even can have economic freedom without contributing to household income. For instance, Kabeer (1999) indicated that in rural areas women tend to have "secret savings" to guarantee economic autonomy.

With women's employment comes and important factor which is money. Money is power. When women are given the opportunity to work, they have the power of mobility and power of choice. Property ownership, making decisions and controlling allocation of resources empowers women not to be dominated by others. But this does not always happen in Egypt, even if women contribute to the household, unfortunately, men still have the last decision. Some women continue in failed marriages because they are not working, and they do not have a stable income to secure a living.

2.2.5 Legislative and political participation

It is important to also highlight that women as employees are entitled to the same rights as men. Employee empowerment is measured through: "to take risks, be creative, and find ways to best serve citizens and stakeholders" (Pitts, 2005, p.7) at different levels.

When women are protected by laws and constitution, it empowers them more. For example, when women are awareness of their legal status and services available, can men abuse them? It's important to note that the legislative laws and policies are important, but what is more important is the implementation of those laws and policies to ensure the equal rights for gender.

As indicated by Stromquist (1993), the political aspect provides ability to organize for change. Accordingly, in an empowerment course must involve both individual and collective awareness and collective action. The concept of collective action is important to achieve social transformation.

Holcombe (1995) believed that women participation is an important element for empowerment. This in fact shows that women are equal to men, they have the same rights, hence women need to be in the political sphere. He viewed having equal control, participating and influence decisions as the political empowerment. Representation of women in the political agenda gives them the right to lead and build nations. If women are treated as second degree citizens without representation in parliament for example, how do we expect to change the discriminatory behavior of people.

2.3 Leadership regarding women and women empowerment

Having explored the literature on women's roles and the concept of women empowerment, the study now turns to explore the relation between these two concepts. There is no widely accepted definition of leadership. As Stogdill (1974, p. 259) argued, there are: "almost as many definitions of leadership as there are persons who attempted to define the concept." According to Antonakis et al. (2003, p. 271), there is "complexity associated with all facets of leadership" and cannot be measured by a single factor. Instead of a grand theory of leadership Hintea (2015) suggests that leadership revolves around vision, ideas, inspiration and motivation to achieve. In the context of this research, leadership is "a process of influence between a leader and those who are followers" (Hollander, 1978, p. 1). The choice of this definition is informed by the fact if people have gender-based perceptions about women, then how leadership is exercised and perceived for working women will be different from that of men.

Maxwell (2013) argues there are five levels of leadership — position, permission, production, people development and pinnacle. Position emphasizes the need for employees to do what the leader tells them to do. Permission emphasizes that employees would want to follow the leader because the leader has done three things—he has listened well, observed and learnt. This means, a good leader is always learning and looking for ways to improve. He is always welcoming any one to talk about her/his problems or raise her/his concerns, while the leader listens eagerly and looks for solutions. Production is based on the effect and the impact the leader leaves on his/her people and the organization. With this, the leader has gained the trust of his people and organization. People development is the level where the leader develops skills and talents of others. At this level, her/his goal is not only the profit or success of the organization, but people's development. Finally the pinnacle ,which is level 5, is about the leader who has

gained his followers' trust and built a good relationship with them. These followers know that the leader represents their vision and values (Maxwell, 2013).

Sims and Quatro (2005) have emphasized that the best practice of leaders is to be flexible and react to ambiguous situations. At different levels of organizations, leaders must perceive some ideas like quality, excellence, empowerment and life-long learning (Sims and Scott, 2005). Through the research of different scholars, it has been shown that the leadership style in the public sector hovers between transactional or transformational practices (Bumgarner, 2016; Caillier, 2014; Trottier, Van Wart, & Wang, 2008). The transactional leadership style is based on financial incentives (i.e. rewards and punishments) as the main mode of exchange with employees (Bass et al., 2003; Den Hartog et al., 1997). It affects the productivity and performance of employees (Pearce and Conger, 2003). Among the different types of leadership, the transformational type has attracted the attention of scholars because it is unique and different (Judge and Piccolo, 2004; Kark et al., 2018).

Women leadership is a concept that has developed and evolved as women have become more and more active in society. The history of women leadership dates back to the feminist movement highlighting feminist principles of addressing gender inequality and promoting women's rights (Chin, 2007). With the existing literature, most of the scholars have examined differences in the leadership style between men and women (Eagly& Karau, 2002; Heilman, 1983; Rudman & Glick, 2001). While scholars discuss the similarities and differences of the leadership styles for both genders, some feminist scholars are concerned that highlighting gender differences can affect the selection of women in some profession especially the ones dominated by males. On the contrary, others believed that that perception of similarities would contribute to advancement of women leaders (Kimball, 1995). Interestingly, social scientists have typically

either claimed that female and male organizational leaders do not differ or minimized the importance of those differences that have been observed (Powell, 1990).

Leadership style in regard to gender reflect the goal-achievement, task functioning and maintenance of relationships and social functioning norms associated with the male and female roles respectively. In fact, by integrating women in the workplace, the concept of empowerment itself offers: "a solution to the age-old problem of taylorized and bureaucratic workplaces" (Wilkinson, 1998, p.40). Kellerman and Rhode (2007) note concerning women's leadership that:

> "qualities of self-sacrifice, care for others, a sense of proportion, and lack of arrogance or pomposity—would surely contribute significantly to the solution of the huge public dilemmas of her time and help ward off the dangers of an ominous future, if they could be sustained in public life (Kellerman and Deborah, 2007)".

The use of the present conditional tense ("would surely contribute") by the authors shows this vision of women leadership is more of a wish than a reality.

In an examination of how women in positions of power facilitate the enactment of gender-oriented measures, Di Marco (2012), whose work focused on 3 women in Nicaragua, Liberia and Pakistan., found that there are no significant differences between women and men in power with regard to the pursuit of gender-specific policies. The real differences are related to environmental factors and individual personality. An exception to this is Bangladesh, where empowerment of women has been the main goal of the country's premier, Sheikh Hasina Wazed. She has succeeded in creating legislation to implement adequate representation of women in the local government bodies.

2.4 Role of women in shaping change in the organization and its culture:

As described by Gibson (1995) and based on the complementary contribution regarding gender leadership, differences between gender is recognized. Trindad and Normone (2005) have advocated that the challenge for women is to be given the opportunity to lead and not to fit in the model the society portrays for them. Yet, Bass and Avolio (1994) argued that the real challenge is in biased to hire men more than women. They believed that selection should be based on suitable skills and potentials to guarantee the efficiency and success of the organization regardless of gender.

On the contrary, the equity-based view stresses that men and women are similar and should maintain equality. If there are any differences, it is based on external factors which do not represent the inadequacy of women leadership (Dobbins and Platz,1986).

While the differences in leadership style based on gender has been observed by several scholars, Gordon (1991) has noted that women leaders often associate themselves with predominantly male organizational cultures. In addition, Marshall (1995) has observed that women are often forced to change their management style to be accepted in their organization.

With regard to the negative stereotypes people have of women at the workplace, Grant (1988, p. 57) acknowledges that

"the very characteristics that are undervalued, repressed, or considered unimportant in positions of power are the ones necessary to make organizations more responsive to human needs for a sense of connectedness, community, purpose, affiliation, and nurturance".

Grant (1988) further notes that that among the qualities women bring to organizations are "cooperation, affiliation, a different perspective on power, physicality, emotionality, and nurturance". Other studies on gender differences argue that female leaders tend to be more concerned with the well-being of subordinates than male leaders. Men leaders incline to focus more on goal achievement (Gibson, 1993), while female leaders are perceived as visionaries, more cooperative and less imposing (Vinnicombe, 1987). Rosener (1990) discovered that women leaders incline to inspire contribution and share power. On the contrary, male leaders regard their job in transactional terms and depend on formal authority. Rosener (1995) believed that women favored more the interactive management style. Despite this fact, Rosener (1995) argued that women might copy the leadership styles of male believing that it is the `right or best` way to manage the organization. Finally, Huber and West (2002) claim that organizational leaders are the major players in creating change in organizations. According to them, leaders can either block or promote change as, they: "act as the internal change agent, overseeing the processes of growth and renewal."(Huber &West, 2002, p.1072).

2.5 Women leadership in Egypt

President AbdelFatah El-Sisi declared year 2017 as the "Year for Women" and the latest discussions in February 2019 around constitution's amendments, among which would increase the representation for women by 25 percent of the Parliament, presence of women leadership has been obvious in the society (Egypt Streets, 2019). Also, it is worth noting that out of 30 ministers in the current Egyptian cabinet, there are 8 female ministers leading on important portfolios and issues and they are: the Ministry of Health and Population, the Ministry of Investment and International Cooperation, the Ministry of Tourism, the Ministry of Culture, the Ministry of Social Solidarity, the Ministry of Immigration, the Ministry of Planning, and the Ministry of

Environment (Egypt Today, 2018). Interestingly, for the first time in the history of Egypt, there are women governors in Egypt; for example, Engineer Nadia Abdo is the governor of Behira governorate (Egypt Independent, 2017).

This was not the case a few years ago in Egypt. Dr. Hekmat Abu Zayd was the first female minister in the 1962 Egyptian cabinet during President Gamal Abdel Nasser for the Minister of Social Affairs. This was eight years after President Abdel Nasser was leading the country. Even during President Anwar El Sadat, there was only one female minister Dr. Aisha Rateb, for the Ministry of Social Affairs (Sullivan, 1986). In fact, there is representation of women in the public sphere, for example female ministers. But, if we compare between the last cabinet during the Mubarak era and the current cabinet, we will find that there were only three female ministers. While the Egyptian cabinet today has eight female ministers.

It is more important to highlight that in a country like Egypt, it seems that certain cultural perceptions are embedded. The culture in Middle East, including Egypt, is characterized by patriarchy, men are the one who lead (Barakat, 1985, 1993; Mostafa, 2003; Segall et al., 1990) . In other words, this reflects traditional values regarding relations between the sexes and attitudes toward women (Dobash and Dobash, 1992; Haj-Yahia, 2000). Also given the fact that men are more than women and that the country is governed by religious beliefs. In addition to these perceptions, stereotypes about gender roles in society- as for example, woman cannot lead, and that her sole role in society is to raise her children – still remains. All these cultural perceptions have pulled the development of women leadership in the society.

Despite the challenges Egyptian women have always played important roles in the society. For example, Huda ElSharawy led women to demonstrations for Egypt's independence from British occupation (Gamarekian, 1988). Looking at the role of Egypt's previous first ladies and their

achievements regarding women empowerment and participation, Jihan Sadat was a strong advocate. In her book, Sadat (1987) pointed out how Suheir El- Kalamawi , one of the first omen in Egypt to get her master's degree in 1939,was challenged by men on her thesis committee. Even Sadat herself wanted to encourage other women to pursue their dreams, so she aired her the thesis discussion on TV in 1980. She was the one behind the Personal Status Law in 1979. Followed by Sadat, Suzan Mubarak was also keen on advocating for women rights and family planning. Among her popular campaigns was the "Reading for all", promoting literacy among the general populations (ibid, 1988).

For a long time and especially in the early 1970 with the employment of women, the public sector was the place for women to work in as the working environment was accommodating to the nature of the society which was focused to household errands (Hassan, 2000) . In other words, it is "more family-friendly working conditions" for women with great benefits given by the including maternity leave, unpaid leave, contract break to travel with husband, social insurance, pension (Barsoum, 2015, 2016). As this sector is still known to this day with the regular working hours, bureaucratic tasks and low productivity levels (which did not require a lot of skills and benefits). It is worth noting also that in the public sector, promotion is based on seniority and not the qualifications.

Under the Egyptian Constitution, which was amended in 2014, it reinforced women equal rights just like men in all civil, political, economic, social, and cultural rights (Egyptian Constitution, 2014, Art.11[1]). The Constitution obliges the state to ensure proper representation of women in the public sphere including the councils of representatives.

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[1] Article 11 of the Egyptian Constitution, 2014

According to the Egyptian Labor Law no. 12 of 2003[2], Egyptian women are granted the right to have or pursue a specific career or job. In addition, the law prevents any discrimination in the salaries or work conditions due to sex, origin, language, religion, or belief. In fact, women are given more benefits like paid maternity leave and breastfeeding hour.

Also, among the important articles incorporated in the 2014 constitution, Article 53 deserves special mention as it outlines the place of women, motherhood and childhood and equality in public rights and duties respectively. Article 11 also states:

"The state commits to achieving equality between women and men in all civil, political, economic, social, and cultural rights in accordance with the provisions of this Constitution. (Constitution of the Arab Republic of Egypt, 2014, Art. 11) The article specified the representation of women in parliament and granting women positions in judicial bodies and organizations without discrimination.

There has been an increasing role of women across the Arab region, ranging from participating actively in political action (demonstrating, voting, debating….) to becoming members of parliament. Through all the efforts in order to establish a better society, where more political, economic and social rights must be obtained, the women issue has occupied an important place. Indeed, the laws are in place. But reinforcement needs be in place to ensure the fairness and equal rights for citizens regardless of gender.

2.6 Working Environment in Governmental and Non-Governmental organizations:

Scholars have researched the topic of leadership in the middle eastern culture (Kemp et al., 2013; Metcalfe, 2008; Rees et al., 2012). Studies conducted in the public agencies regarding leadership

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[2] Articles 35 and 88 of the Labor Law, 2003

is limited in the Middle East. This may be due to the bureaucracies and contextual complexity to initiate change especially in large governmental institutions. Particularly in the Egyptian context, it is hard for a manager to fire a public employee. So, some of the employees take their jobs for granted with relax working environment especially that most of the government employees come from poor educational background with favoritism and bribery prevalent in the context (Handoussa, 2008). In other words, the government employees have fixed working hours, less stressful and routine task, planned promotions because it is based on the seniority and not the qualifications (Sayed, 2004). However, the new civil service law 81/2016 outlined in articles 10 which entail that promotion is based a yearly planned with trainings for all employees. While, article 14 in the civil service law 81/2016 stated that

"recruitment takes place through a competitive process, overseen by the Civil Service Council, including administration of an examination and interview. Appointment is made on a fixed term basis that is subject to renewal based on the outcome of regular performance reviews (Law No. 81 of 2016 promulgating the Civil Service Law, 2016)."

Finally, the employee has good incentives such as retirement pension and leave vacations (Egyptian Labor Law promulgated by law number 12, 2003).

It is important also to highlight what Palmer et al. indicated about the relationship between the supervisor and his sub-ordinates, when "supervisors adopt a superior attitude towards their subordinates, and subordinates respond with obsequiousness and flattery" (Palmer et al., 1989, p.34). In fact, employees in the Egyptian context are afraid of being fired so they are keen on flattering their supervisors or even complimenting them to gain their respect. Hence, employees think that they are now on the "safe side" with the manager.

In El-Sisi's speech for celebration of Egyptian Women in 2017, he mentioned that:

"the percentage of women in public offices is 5 percent and the target to reach 1percent by 2030. While, the proportion of females in jobs Senior management is 19 percent, and the goal in 2030 is to reach 27 percent (State Information Services, 2019).

According to CAPMAS, in 2017, there were 5,022,821 employees in the government; out of which was 25.4 percent women (CAPMAS, 2018). This shows that the number of men in the government exceeds the number of women, which indicates that women are not fairly represented in the government. Significantly, women have played important roles and taken been part of the public administration and non-profit sector.

Conclusion:

This chapter has discussed perceptions of women's role in the Middle East and Egypt. Women are faced with challenges including stereotypes and cultural norms. The patriarchal culture and domination of men to leadership and decision-making have hindered women's advancement to their rights. The chapter has highlighted why it is important for women to be empowered and has drawn linkages to women empowerment and leadership. The final section in the chapter addressed the gender differences in leadership and pointed to the role of women to change or create organizational culture. In light of this review, it is evident that there are is a need for further understanding regarding the empowerment and leadership concepts in the Middle East and Egyptian contexts. As it stands, there little research that studies the connections between gender, empowerment, leadership and management (Paton & Dempster, 2002).

Chapter 3: Conceptual Framework

3.1 Defining Empowerment and notion of Power

Empowerment, as a concept, has started to become an area of research between the 1960 and 1970s in 'social action ideology' and self-help perspective (Gibson, 1991; Perkins & Zimmerman, 1995). The concept itself was developed on the notion of power as it "well-rooted in the 'dominant culture' of Western capitalism" (Rowlands, 1998, p.11). Ever since then the concept has been widely researched in different disciplines to better understand the development of humans, societies and agencies. For these reasons, in public administration, it has recently emerged as a critical component of New Public Management reforms (John et al., 1994; Osborne & Gaebler, 1992).

Scholars were not able to reach a consensus about defining empowerment because it differs in how each discipline chooses to identify and measure it. Among the controversial theories for empowerment is women empowerment concept. Kabeer (1999) described the concept of empowerment as "the processes by which those who have been denied the ability to make choices ". Kabeer continues to explain that empowerment is a "process of change"; with applying or choosing from the choices, there are three interconnected dimensions: "resources, agency and achievements".

According to Kabeer (1999, p.437), resources is the means which includes social, economic and human resources. It is preconditions developed by "multiplicity of social relationships conducted in the various institutional domains which make up a society (such as family, market, community)". Resources has to do with norms and rules. The second determinant to empowerment is agency which is the process of identifying the goal and achieving it. Agency

has to do with motivation and sense of "power within". Power can be positive or negative. Both resource and agency create the capabilities by which a human works for what he wants and achieves it. Lastly, achievements are outcome of all the options.

Daver (2001) viewed that for women to be empowered, they need to be given control and decision-making power to enable them to enhance their gender status and obtain their rights. In fact, one of the associated terms with empowerment is power. While Rowlands (1997) viewed that women's participation in the decision-making process was not enough, he believed that they need to be included in leading people to be recognized and allowed to take the decision.

With all the different definitions for empowerment, Mosedale (2005) found four common aspects for women empowerment that all scholars agreed on:

1- Women must have been disempowered at a certain stage;

2- Development programs cannot empower women, they provide women with skills and support enabling environment to be empowered;

3- Decision-making is part of the process, since women will need to make choices for important issues related to their lives; and

4- Empowerment is an enduring process which means that there is no final stage.

3.2 Linking Empowerment, Gender and leadership:

According to the World Bank's report (2004, p. xvii-xviii):

> "the term gender refers to socially constructed and socially learned behaviors and expectations associated with females and males. All cultures interpret and elaborate the biological differences between women and men into a set of social expectations about what behaviors and activities are appropriate and what rights, resources, and power women and men possess.(…) , gender (…) shapes one's participation in society and in the economy".

The concept of gender, used specifically by this report as related to the condition of women in the MENA societies, emphasizes on its connection with another concept: *empowerment*, the empowerment of those women who need to be supported to achieve their main goal of equity. Nowadays, mostly of the youth in the MENA countries are different from their parents, in terms of gender disparities. Either in the private sphere or in the public one, they want a different situation, with more equitable principles.

The concept of gender can't be clearly apprehended without having in mind another concept, that of difference, which relies on the differentiation between males and females, and on emphasizing otherness.

If we compare the demographic change in the MENA region with that in the western world, we will find that there are a lot of similarities. It's important to notice the fact that in the West, women, as well as men have been fighting for their rights, and against discrimination.

In the context of a new economic policy for development, greater efficiency and equity are needed. So, a new agenda for gender is mandatory.

Inspired by the World Bank's Policy Framework for a Comprehensive Gender Policy in Support of MENA's New Development Model, more empowerment must be given to women so that women can have access to more important positions and become leaders in various fields. This is in addition to the fact that, women must be given leadership to ensure more empowerment. That would be possible thanks to women's advocacy and a more important role for women in the political life. And in a parallel manner, a greater role of the State in improving women's empowerment, through legislating for more gender equality (trying to diminish the gap between constitutional rights and current legislation), paying attention to supportive infrastructure (to allow a greater women's presence in the public sphere), continuing sustainable efforts as for

education (despite early marriage and childbearing), and reforming labor laws (more compatible with the new economic model of development). All these policies will allow women to share power and control.

This kind of change in societies and in mentalities appears usually: "as a threat to the social order" (ibid, 2004, p.14). That's why this change must be conducted both by the State and women's advocacy groups. It's important to point out here to the fact that two important means must be used: 1- a greater inclusiveness of women in decision making, 2- a more important accountability of institutions for more justice and equity. But women have to play a greater role to make this change possible, especially in political life. In fact, any observer can easily notice the low participation of women in decision making. And it's interesting to remind the fact that even in many countries where women benefit from the same rights that of men, they still participate weakly in politics and governance.
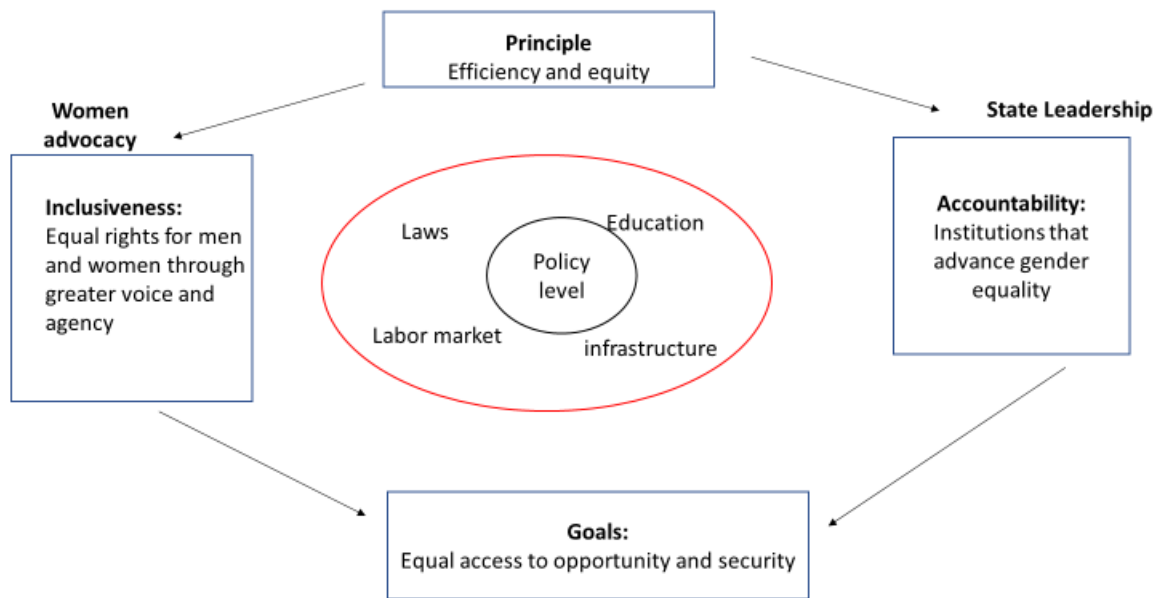
Figure 2: Framework for comprehensive gender equality

Source: World Bank

As seen in the above figure 2,in order to improve the situation, various measures can be taken as for instance, the establishment of quotas (even if this kind of measure has opponents, as well as supporters). Other measures can also be taken by civil society, leadership training and media. And parallel to all these measures, is state's "commitment to a more gender- egalitarian environment" (p.14). State leadership still matters greatly, as the report claims. Diverse centers of power in the public sphere – as religious authorities and civil society organizations- have to be involved in partnership for more women empowerment. And to prepare mentalities to a fundamental transformation, public debates and publicity about new initiatives must take an important part in policy. The State must invest also in institutions related to the new gender agenda. As for the MENA region , there are already many investments that have been realized in

education and health fields, but there are still a lot to be done to achieve the main goal of

economic development. States must view gender as a main issue in the process, and consider

women empowerment and leadership as fundamental means for economic growth of the whole

region.

In other words, the core of empowerment is in the policy level which includes: laws, labor

environment, education. When these policies are activated through state leadership and women

advocating for equal rights, empowerment is achieved. It is important to highlight that women

advocating for their rights to inclusion and participation is a key element to empowerment.

The below equation explains the theory better:

Equal gender rights	$+$	Empowerment and participation	$=$	Women leadership

When there is gender equality and empowerment factors, then women leadership can be granted.

Based on the above sections, the research hypothesized the following:

- H1: the way people perceive how a man exercises leadership is different from the way
  they do for women

- H2: Psychological and social/culture affect women empowerment and influence women
  leadership

- H3: higher educational and financial independence gives power and authority to women

- H4: most of the women will choose acknowledgement as the closest definition to
  empowerment, while men will choose promotion

- H5: Women do have a role in transforming an organization and its culture

Chapter 4: Research Methods

This section presents the methodology and techniques used to conduct this study. It includes seven subsections: research design: strategy and framework, methods, samples, instrumentation and data collection, data analysis, ethical consideration and limitation of the study.

4.1 Research Design: Strategy and Framework

The research examines relationship between women empowerment and women leadership. It further investigates how empowerment affected by gender influence women leadership. It also studies the factors affecting women empowerment and women leadership in governmental and non-governmental organizations. The study employs a mixed research methodology comprising both quantitative and qualitative approaches in order to answer the research questions.

This approach is in line with Chapman (1975) who used quantitative method in his research to examine the relationship between biographical and situational variables and male and female leadership styles. Similarly, in 1992, Davidson and Ferrario, conducted a quantitative study to determine whether differences in management styles exist between males and females. This study used online survey tool as a quantitative technique to examine how empowerment affected by gender influence leadership.

On the qualitative front, Maxwell (2012) has explored why and how human social interactions influence women leadership. since this is a perception study a qualitative approach was found to be suitable for understanding the behaviors of individual and groups regarding leadership and empowerment(Bumgarner, 2016). In addition, secondary data was used to examine the legislative aspect of empowerment in the Egyptian law through journals, articles and books.

4.2 Instruments:

The instrument used for the quantitative aspect of the study was an online survey questionnaire that was circulated among employees working in selected governmental and non-governmental organizations in Egypt.

Inspired from the World Bank (2018) assessment, the structured questionnaires distributed among respondents consisted of 5 sections: demographic data (gender, age, and background), financial aspect, norms and culture, professional experience and empowerment and leadership. First, the demographic data includes age, gender, marital status and family support. Second, financial factors section aims to examine financial contribution and independence of working women. Third, norms and culture section studies the degree to which society outlines roles of women inside household. Four section is on professional experience and education to draw relation between education and empowerment. Finally, empowerment and leadership to measure the degree of two variables inside governmental and non-governmental sector in Egypt.

The tool used for qualitative data collection was semi-structured interviews with high management cadres working in governmental and non-governmental organizations in Egypt.

Qualitative data was used to test the following:

4   Attitude towards women in the society and at workplace

5   What drives women to achieve what they want?

6   Challenges women face

7   Whether women support or challenge each other's

Quantitative data to test the following:

8 Examine the socio-cultural aspect for women empowerment and factors that affect women leadership

9 Relation between empowerment and leadership

10 Reasons why women work

11 Examine the situation of workplace for women

12 Common challenges faced by women in workplace

4.3 Sampling:

As noted by Bless et al. (2006, p. 104), "the availability of complete lists of elements or units" does not exist at the national level; thus techniques such as simple random, systematic, and stratified sampling are less suitable for a study of this nature. With the large number of employees working in the governmental and NGO sector and the fact that online survey was disseminated among Facebook group , it is unfeasible to identify and select each element in the population (Sachdeva, 2009).

This study covers a total of 252 (37 men and 215 women) employees working in both governmental and local and international NGOs with different backgrounds and responsibilities level. The online survey was shared on Facebook group for people and networks working in the development field in Egypt. Below is the table 1 indicating the gender, organizational type, age and marital status of participants.

Table1 indicating the number of participants and their organization type:

Table 1: General Information of Interviewees

	Male	**Female**
Gender		

Government	6	61
NGOs	31	153
Age		
24-30	16	53
31-37	7	42
38-40	0	43
44-50	0	15
<50	0	9
Marital Status		
Single	16	94
Married	20	100
Widow	0	2
Divorced	0	19

The quantitative samples were subjected to random/probability sampling to ensure that they are representative of the target population since it was posted on an online Facebook group. Precisely, the sampling method used was convenient sampling, where participants were selected based on their availability and willingness to take the online survey. In addition to this, the study used convenient sampling to obtain basic information and trends.

Sampling for the semi-structured interviews was also based on a non-probability sampling technique. Participants were selected purposefully to ensure that the validity and reliability of the research have been accomplished since they fit the criteria of either working in NGO or governmental sector and in upper management positions. A total of 10 (8 females and 2 males)

were selected for structured and semi-structured interviews. This included cadres working in middle and strategic management levels. The interviewed cadres were total of ten people: four women and one man working in governmental sector and four women and one man working in non-governmental sector.

Parameter of Interest:

The participants involved in the research were selected based on the following criteria:

- Egyptians

- Working in either the governmental sector or NGO

- Willingness to participate in the survey

- Despite the fact the research is about women leadership and empowerment, men were included in both qualitative and quantitative methods because men are involved and part of the women empowerment and leadership process.

4.4 Mode of Data collection:

The method of data collection depended on online surveys and structured and semi-structured interviews. The online survey was disseminated and shared on Facebook groups and different networks to guarantee higher response rate and willingness part of respondents. However, this targeting was in no way biased or planned in advance.

The online survey covered questions related to demographic background of employees and questions relating to their perception on empowerment and leadership in relation of gender. As mentioned above, the questionnaire consisted of five parts: demographic data, financial factors, norms, education and work experience and the final section is empowerment and leadership.

Structured and semi-structured interviews facilitated a coherent research since it answered questions that quantitative data did not cover. The interviews revealed real life situations and stories.

4.5 Data Analysis:

The quantitative data was analyzed using the Statistical Package for Social Sciences (SPSS) version 26th. SPSS was used to identify and examine the correlation between variables. The qualitative data was transcribed and coded thematically from the concepts and definitions stated in the literature review and conceptual framework.

4.6 Ethical consideration:

All the data collection process started after obtaining AUC IRB approval. Confidentiality was emphasized in order not to bring harm to any of the participants. The identification of all the participants has been protected and kept anonymous. All the participants in the research were informed about the purpose of the research and were asked for either a written or oral consent for their participation.

4.7 Limitation of the study:

One of the major limitations of this study concerns the sampling technique and representation. For example, the sample size does not reflect the representation and participation of employees in the governmental sector. Also, men's participation in the survey was low due to the fact that the subject matter was on women empowerment and leadership. This could contribute to the problem of underreporting.

Another drawback was, there was no assessment of women's participation in politics and their exposure to physical or emotional violence. According to the World Bank (2018, p.34) study:

"7.9 million Egyptian women suffered from all forms of violence yearly". However, to avoid any harm or trauma that might be caused if addressing physical and emotional violence, this part was not addressed. With the high level of violence women face yearly, there might have been cases in the study who faced such physical or emotional violence from any of the family member or spouse.

Another limitation is that the research did not cover the geographical aspect of empowerment and leadership. For instance, it would have been worthwhile to examine the attitudes and progress of women empowerment and leadership in relation to rural and urban areas.

Finally, the selection of participants for the semi-structured interviews was largely biased towards a few people which can restrict the ability to generalize the findings of the study.

Chapter 5: Data Analysis and Discussions

As noted in Table 1, the number of male participants in the study was 37 (comprising 6 from the governmental sector and 31 from NGOs). Sixteen of the male participants were single while 21 married. The age range of the male participants was between 24-30 years old for 19 participants. eight (8) participants had ages between 31-37 years old, 5 participants had ages between 38-44, 3 participants had ages between 45-50 years old and 1 participant was above 50 years. Financial independence is a way for people to be empowered, in control of their lives and in power to choose what they want. Having said that, thirty-two male participants were financially independent, and 5 participants were not; this in fact is a bit unusual in the Egyptian context because usually after they graduate from the university, men who start to work stop taking money from their parents.

On the hand, the number of female participants was 215 (comprising 61 from the governmental sector and 154 from the NGO sector). Fourteen of the female participants were less than 50 years from which 1 was a widow, 9 married and 4 were divorcees. Seventy-nine female participants were in the age range of 24-30 years old (19 married and 55 single), this accounts as the biggest group of participants. In the age range of 31-37, the female participants were 59, while they were 53 in the age range of 38-44. Finally, in the age range of 45-50, they were 11 female participants.

Table 2: Age of Samples

Age	Frequency	Percent
24-30	93	36.9
31-37	67	26.6

38-44	58	23.0
45-50	16	6.3
<50	18	7.1
Total	252	100.0

In all, there were 121 married participants, accounting for 48 per cent, which was the biggest range of all the other categories. Nearly 44 percent of participants were single, and eight percent were divorced. There were only 2 divorced participants as indicated in the below table 3.

Table 3: Marital status

Marital Status	Frequency	Percent
Single	110	43.7
Married	121	48.0
Divorced	19	7.5
Widow	2	.8
Total	252	100.0

Based on the below hypothesis the data analysis was focus on:

H1: The way people perceive how a man exercises leadership is different from the way they do for women

Focusing on the perception and attitude of gender towards women at the workplace or society, most of the female participations admitted having faced challenges from society, colleagues and line managers. Among the commonly faced challenges, fifty-seven percent of the female participants chose balancing between personal and professional life. While twenty percent of

female participants reported that breaking the stereotypes was the most common challenge faced by women. These stereotypes include assumptions about their leadership styles or their capabilities as leaders which mainly underestimates women as leaders.

The third most common challenge, reported by eleven percent of female participants, was challenging norms. Examples of challenging the norms, as indicated in the interviews, doing things outside the usual and unexpected to women leaders. As noted in Table 4, twelve female participants indicated that there were other challenges. Out of the twelve participants, forty-two percent of them indicated that females sometimes challenge each other and are more aggressive towards each other than men. Such challenges includes: competitive and snobby attitude, mixing personal and professional relations and not sharing work related information.

Table 4: Most common challenge for women in workplace

Challenges	Frequency	Percent
Leading male sub-ordinate-	18	7.1
Balancing between personal and professional life	143	56.7
Breaking the stereotypes-	50	19.8
Challenging norm	27	10.7
All	2	.8
Others	12	4.8
Total	252	100.0

None of the women participants reported faced any challenge from their families. On the contrary, they acknowledged that without their families' constant support or encouragement they would not have achieved or reached where they are today in their careers. One government employee stated:

> "*I have a child with disability, I had to take care of her. But I did not do it alone, it was a team effort with all the family even her older brother.*"- Female government leader #1

Another challenge ,women face at workplace, is having a female manager. Usually there is tension and competitive attitude with female managers. the An NGO employee reported that among the challenges she faced were mainly from women and not men, she stated:

> "*My experience with working with male manager was easier and more enjoyable than female manager. With same sex manager and close age range, there is always competition and jealous. While with male manager, you rarely encounter such behaviors.*"-female NGO leader #3

Among other challenges women faced was the perception held by male colleagues' that women are less qualified:

> "*It is hard to generalize, for example, my male direct manager who nominated me to this job never discriminated between my male colleague and me. On the contrary, he would give me opportunities which helped me grow in my career. Regarding my male colleagues, yes, some of them perceived me as less than them.*"- female government leader #3

Even in the NGO sector, employees' perception of women and expectations from them were not different from that of the governmental sector. An NGO employees stated that:

"In the beginning of my career, I was forbidden from a promotion to a higher position because I was pregnant and was going on maternity leave. I recall my female line manager telling me: you are the most qualified person for this position but put yourself in my shoes. I have an operating project on the ground."- female NGO leader #1

Sometimes, there is a biased in keeping the male employee even if the female is the better candidate. Managers would not look into the qualifications and skills but into the personal. NGO employee reported that:

"the organization was going through downsize because of shortage in funds. My male line manager at the time told me that the decision was hard because my male colleague is the only breadwinner in his family while I was not in need for the job."- Female NGO leader #5

Interestingly, nearly sixty percent of female participants reported that they do not face any challenges leading men. While, twenty-eight percent of the participants reported that they "sometimes" face challenges. The rest of the participants fourteen percent testified that they do face challenges to lead male. This shows that men are more accepting to the fact that women can lead them, which contradicts with the patriarchal culture in Egypt.

It is worth noting that twenty-nine percent of females reported that they feel empowered at workplace in middle management. While, sixteen percent of females from top management stated yes.

Even when participants were asked what the main reasons are, they are working as shown in figure , most sixty five (65 percent) of the women participants answered "for higher economic status/ to support your spouse" . This was followed by "for a sense of security and financial

independence" at sixty (60) percent. Forty-eight (48) percent of women responded "to serve people/community" as their third answer. For men, the first answer was "for a sense of security and financial independence" which was selected by sixty-eight percent followed by "to have a career accounting" by forty-three percent and "to serve the community" at third by forty percent of the men.

Among the other answers the participants shared were:

- Faith in mission and role in society, leaving a good impact to change the world to a better place than it is "the world expands according to our endeavor".

- In order to achieve the personal goal towards reaching the highest positions.

- Self-satisfaction and self-fulfillment.

- Work is a human right.

Figure 3: Reasons for working

Gender
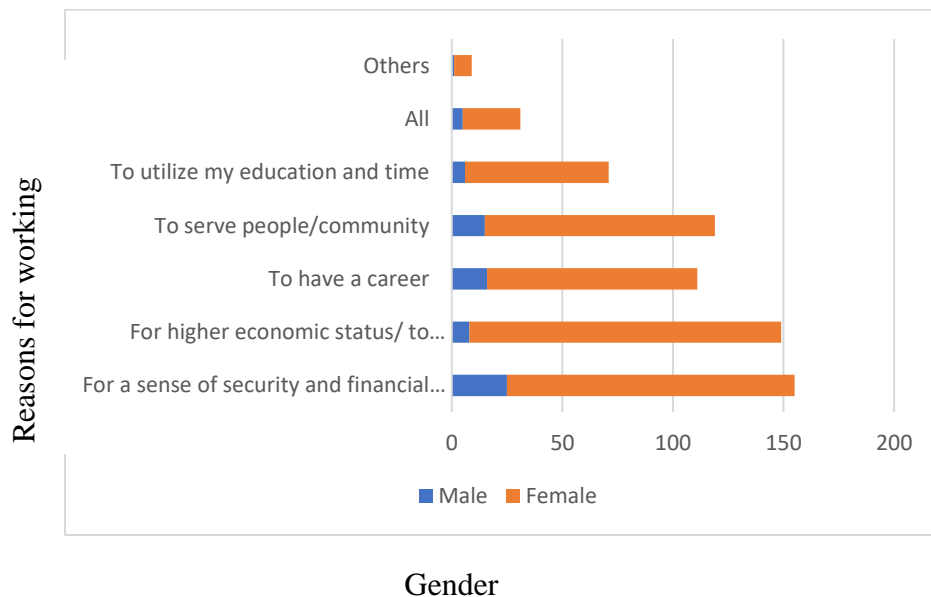
From the following hypothesis, the perception of the society differs from man to women. It cannot be generalized because it depends on different variables including organization culture and challenges facing women. Among the challenges facing women are the expectations of the society from women to fail, glass ceiling, underestimating the capacity of women and biased in promotion.

H2: Psychological and social/culture are the most affecting factors women empowerment and influence women leadership

As indicated in table 5,early 69 percent of female participants reported that their families are the source of empowerment to them. Nearly 38 percent of female married employees reported that their husband sometimes supports their career. Also, 38 percent of female married employees stated that their husband sometimes helps them in raising their children; while 44 percent testified that their husband supports in the household chores with them. This, in fact shows that married female employees are put under stress of raising their children alone while working and focusing on their career.

More than 50 percent of participant regarded the family as a source of empowerment as shown in table 6. This in fact shows how the Egyptian culture is still based a strong bond to family. While 9 female participants indicated that their mother-in-law opposed the idea of working, 67 stated it was not their mother in law's decision. This might be because of their education or their husbands' support against their mothers-in-law.

**Table 5: Supported by your family/ spouse**

Supported by family/spouse	Frequency	Percent
Yes	126	50.0
No	32	12.7
Sometimes	82	32.5
NA	12	4.8
Total	252	100.0

Table 6: Family /spouse's support as source of empowerment

Family/spouse support	Frequency	Percent
Yes	173	68.7
No	54	21.4
NA	25	9.9
Total	252	100.0

Focusing on the correlation between gender, marital status, supported by family/spouse, partner empower/ support career, raise the children with you and mother/mother in law support. From figure 4, one can see that there is a significant to gender and family since p-value is 0.001. This also proves what the qualitative data shown.

Figure 4: Social aspect correlations
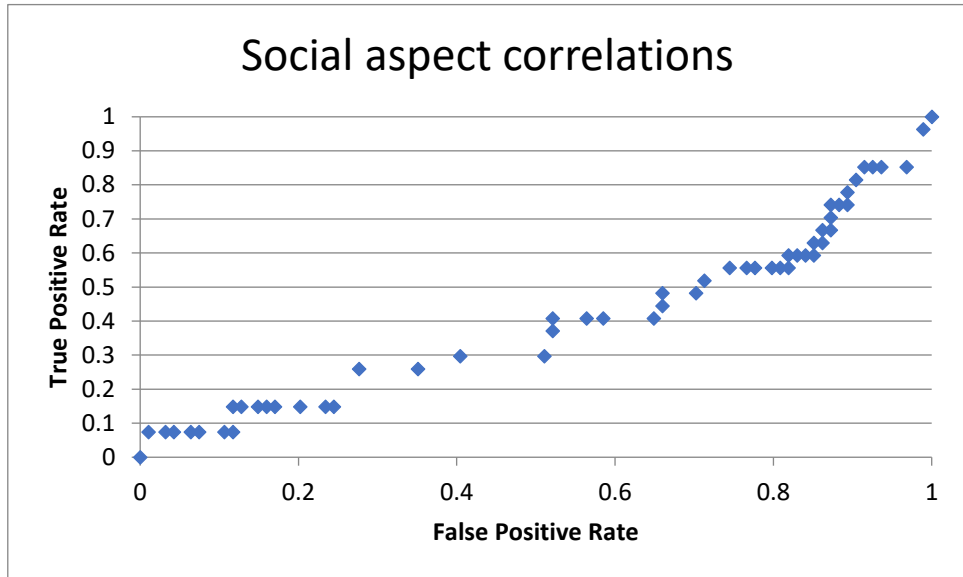
Only nine participants stated that their mothers-in-law opposed their work. Three participants said that their mothers-in-law motivated and supported them to work. While, around one hundred fifty-seven participants indicated Not applicable either because they were single, divorced or their mother in law was died.

The psychological and culture influence women leadership and empowerment. Women have reported that they their family members and self-confidence they gained from them have influenced their career. One of the NGO founders stated:

"*I owe it all to my mother who from my own point of view is the perfect leader. She was illiterate and divorced which was a taboo at her time. She raised my siblings and me all by herself with no help from anyone. Her unique characteristics made her stand out: she was kind but at the same time firm and fair. She was so smart and hardworking*."-Female NGO leader # 2

It is interesting how women reported that they had to fake a personality so that their subordinates would fear them because they weren't confident. Even when women managers feel that their subordinates are doubting them or challenging their authority. One of the respondents stated that

: *" when I was first appointed to my managerial position, I always felt that my team are doubting my capacity or underestimating me. So, I started faking a strict character and treating them with authoritarian leadership style."- Female government leader #2*

Based on this above hypothesis, it is true that psychological and social shape a lot and pave the pathway for women to become more empowered. Through the interviews, it was clear that most of the women who reached high-level managerial levels were supported by their family or didn't care about what the society/culture outlines. In addition to this, self-confidence and self-esteem of women affect their leadership styles on their sub-ordinates.

H3: higher educational and financial independence gives power and authority to women

The biggest representation was in female middle management with Bachelor's and Master's degrees as shown in above Figures 5 and 6 which accounts for 52 and 55 respectively. Even among the male respondents, the middle management with bachelor and master's degree were equal (8 participants each). About 25% of female participants have reached middle management. This indicates that there is room for their advancement in their career; even when fifty-five percent of female middle managers with master's degree said yes.

Figure 5: Educational and Managerial Level
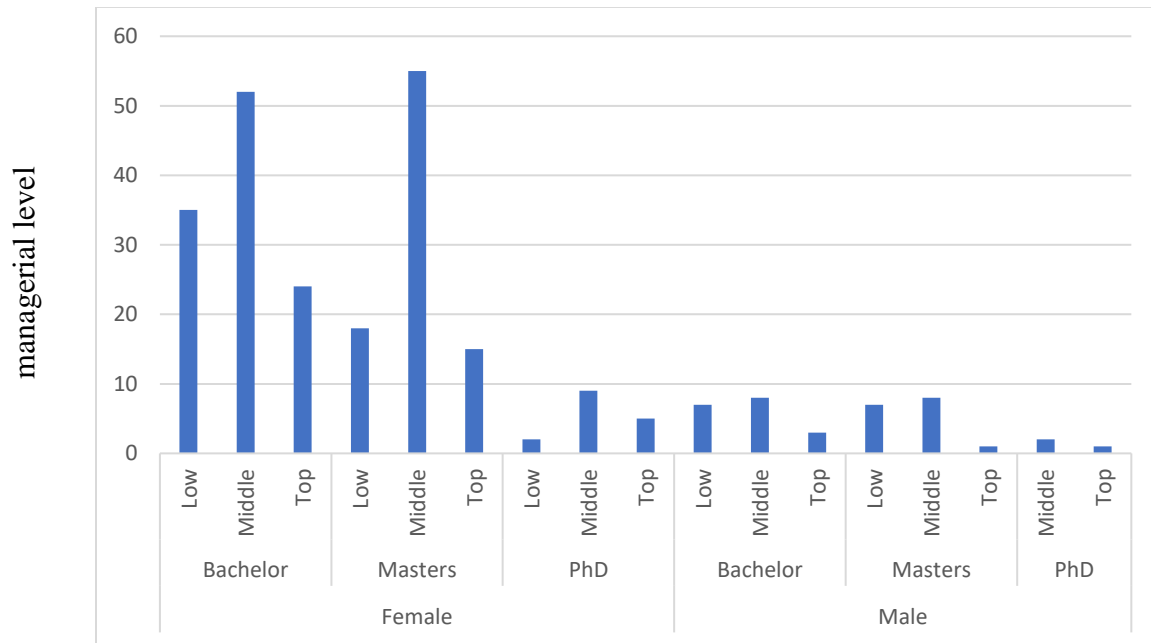
Gender & educational level and

Figure 6: Women Education , Financial Independent and Empowerment at workplace
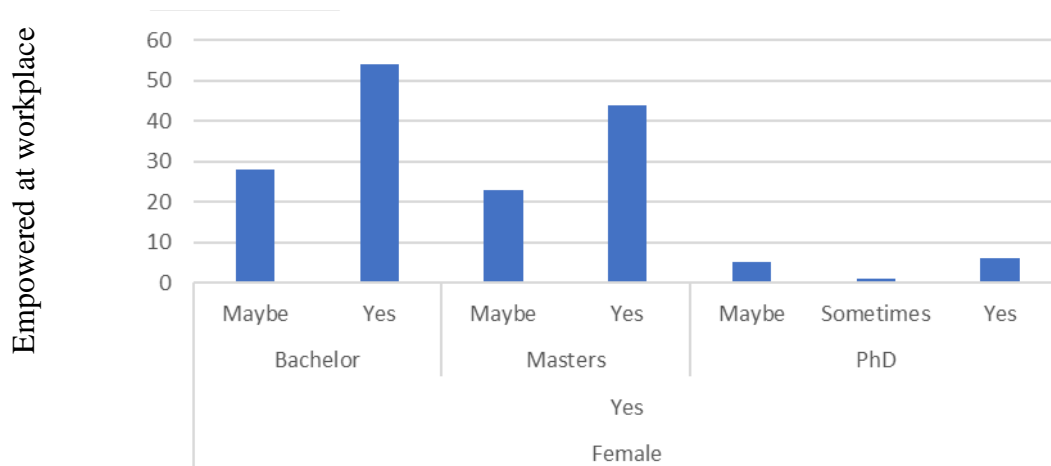
Female & educational background

Figure 6 illustrates the educational levels of women who are financially independent and

empowerment at their workplace. 105 female participants indicated that they are empowered at

their workplace, while 19 stated that they do not feel empowered at their workplace. While, 57 female participants chose maybe and sometimes. Education is crucial for women empowerment and hence the advancement in their career. Higher education level opens opportunities for women to grow in their career which affects their participation in decision-making.

One hundred and eighty female participants were financially independent while thirty-five were still depending on their families or parents for support. While thirty-two male participants were financially independent and five were not. When females were asked whether they contribute to the household income, sixty-one percent of the female participants indicted that they do participate regularly to household income, while twenty-two percent stated that sometimes they do. Seventeen percent of the female participants stated that they do not contribute to the household income.

It is important to mention that women sometimes are faced by the glass ceiling concept that they cannot reach what they want because of their gender. One of the participants mention:

"I found it ridiculous when told earlier in my career that where I am is enough and that if I want to achieve more, I would not reach it. I had to fight this concept and worked really hard to reach where I am today."- Female NGO participants #3

Figure 7 : Description of line manager in terms leadership style

Gender
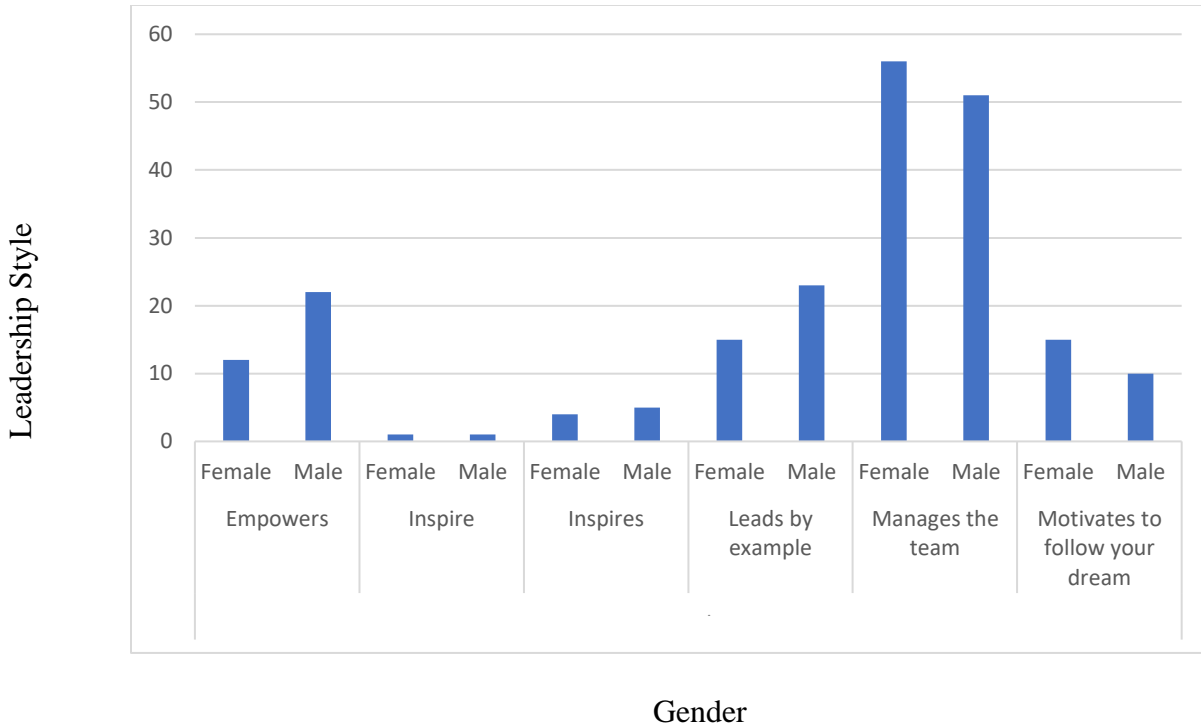
Fifty-seven percent of male participants had female line managers. Of those who had female line managers, fifty-seven percent of participants described their female manager as one who "manages the team". "Manages the team" means that the manager is overlook the operation of the job. This type of managers usually care about work. Of the forty-three percent of participants whose manager was male, forty-three percent defined their manager as "manage the team".Table 7 indicates the gender of participants and their line manager's gender.

Table 7 : breakdown of participants gender and their managers

	Male	Female
Male managers	16	112
Female managers	21	103

	37	252

It is even the same for the female employees, nearly forty-seven percent of employees regarded their boss as manager of the team. Eighteen percent of female employees reported that that their managers leads by example, for instance, their managers would come to work on time to set a good example, takes responsibilities and work hand-in-hand with the team to reach the goal or target. While fifteen percent of them reported that their managers empower them for example the manager would give them the opportunity to work on a new task that would build their capacity or give them space and autonomy to create a new idea.

H4: Autonomy, decision-making and professional growth are the primary choice for women

Connecting leadership to empowerment, Figure 8 shows the employees' definitions of empowerment in their workplace. Most male and female participants indicated that being involved in the decision-making process is a source of empowerment to them.

Figure 8: Closest definition to empowerment
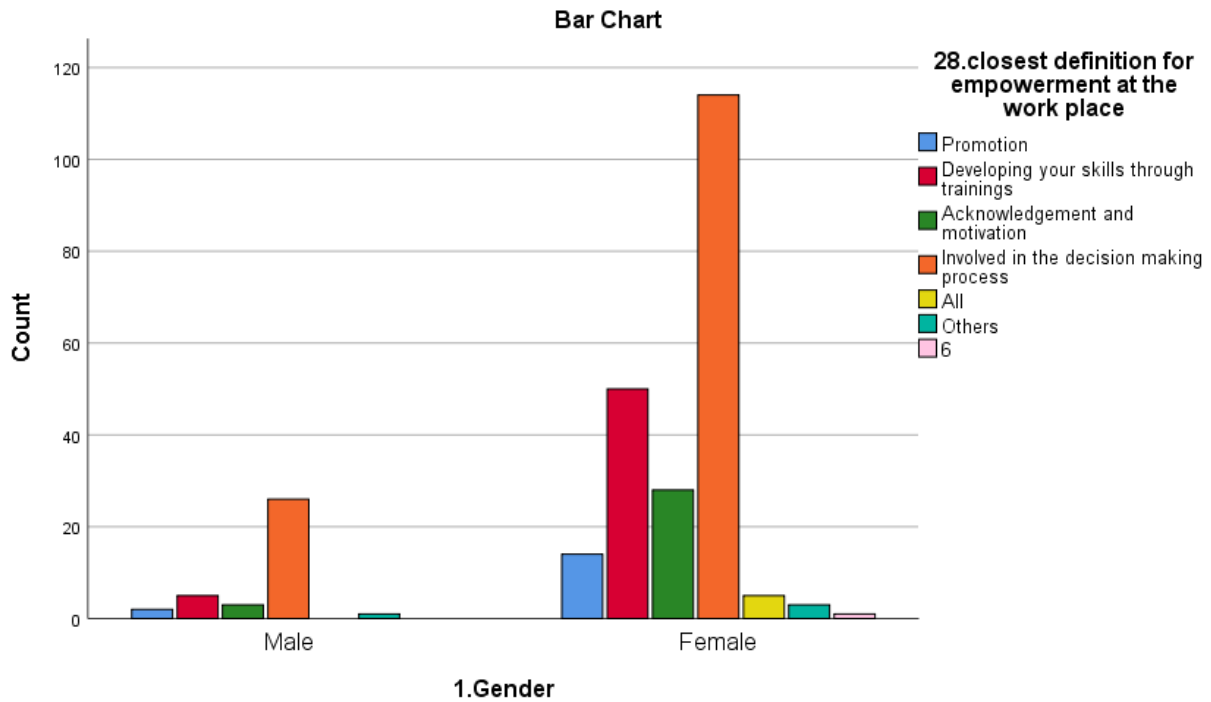
Most of the participants indicated that there is autonomy and room for growth. However, most of them sometimes had decision-making power. This may be due to that most of them were in middle management levels.

Table 8: Autonomy at your workplace, decision-making power and room for professional growth

	Autonomy at workplace		Decision making power		Room for professional growth	
	Frequency	Percent	Frequency	Percent	Frequency	Percent
Yes	119	47.2	77	30.6	131	52

No	40	15.9	49	19.4	46	18.3
Sometimes	93	36.9	126	50	75	29.8
Total	252	100	252	100	252	100

This hypothesis is correct. This aligns with the choose of most females and males participates, wanting to be part of the decision-making process. In addition to that, autonomy at the workplace, decision-making power and professional-growth are elements that creates healthy working environment to both men and women.

H5: Women do have a role in transforming an organization and its culture

An assessment of the semi-structured interviews with the 10 middle and high-level managers revealed that most of them exhibited a sense of willingness to challenge the usual societal norms and become change agents in their communities. Concerning how they thought their workers perceived about their leadership style, One of the interviewees stated that:

"I *think they would say that I am an authoritarian leader, but in fact, I always feel that rules were made to be followed. In the government, one needs to follow the system and avoid any mistakes, or else s/he will face consequences. I think of myself as a transactional leader, I want them to do their job properly and I would not t intervene in anything else. There is no place for creativity in the job.*"- Male government leader #5

One of the female government leaders replied that:

"I believe that my leadership style is participative. Part of empowering your team is to include them in the decision-making process. From such experiences, they learn and gain knowledge from you"- Female government leader #3.

Another female participant in the government sector said that:

"I keep a nice and friendly way of work with my subordinates. I reached where I am at a young age. So, I always motivate them to achieve and follow their dreams even if it will cause me more efforts. I believe my leadership style is transformational. I want my team to grow in their career at an early stage."- Female Government leader #4

Most of the participants from the NGO sector indicated that given the fact that they are working in the development sector and behavioral change is part of what they are doing, they think that they are transformational leaders. According to a female leader of an NGO:

"When I founded this NGO, I was not sure what the scope of change I want to address. I just knew that I wanted to create change in the lives of people. I feel a great sense of accomplishment and pleasure that my NGO today provides integrated package of services to the marginalized people. The happiest moments are when I am in the field, creating change." -NGO female leader #2

Another leader specified that:

"The first thing I did when I was given this position was that I tried to communicate with the whole organization. I would enter every morning to staff and talk to them about their evening last night, what change would they suggest for the organization, anything that would give them the feel that they can be the change. In fact, I believe that they are my hands in the field and that they have better knowledge than me. I am just here to guide their efforts to achieve a common vision and goal to the community." -Male NGO leader #5

Women, as leaders, were more open and supportive than men, this may be due to the psychological and nurturing nature of women. They involved their sub-ordinate in the decision-making process which in fact has an impact on the performance of employees and quality of

work. They are more egalitarian in their leadership practice and give space for employees to voice up their concerns and feedback.

One of the participants working in the NGO sector stated that:

"I never close the door to my office. I have an open-door policy for anyone who need to talk or voice their concern to feel welcome and that I am always available to listen and support."- Female NGO employee #3

This, in fact, enhances the ability of the group while employees believe that they are the ones playing the main role to achieve the goal or task.

In the governmental sector, women and young employees are faced with the challenges of the perception of their managers to get involved in the leadership process. In other words, female employees might be faced with resistance due to lack of trust in their abilities. One of the employees stated:

> *"I am always encountering colleagues who question how I reached this position and they ask me how come in such a young age and not enough experience you were appointed with this job. I am proud to have reach what I reached today through hard work, improvement and most importantly my family and husband who always motivated me. Also, I owe it to my direct manager who believed and trusted my capacity without him I would not have reached where I am today."*-Female government employee #4

This is a result of the structure of the Egyptian governmental sector which is based on the seniority and the bureaucratic system which leaves no space for the employees to take additional tasks to broaden the experience and exposure.

Asking them what makes a good leader, one participant said:

> "*I believe the formula of good leader is to be socially smart, identify and benefit from opportunities, always learning and keen on improving yourself. Also, it is important that to have a goal or vision to focus on. I do not identify myself as a leader because I feel that I have a lot to learn.*"-Female NGO leader #1

It is interesting how male are influenced by male figure leaders. When asked about their role model for leader, one of the responds from one of the male participants working in the governmental sectors:

> "*A leader is person who can mobilize and affect people by his speech or actions. For example, Gamal Abdel Nasser or Anwar El Sadat, they had the talent of using words wisely and they were so charismatic.*"-Male governmental leader #5

This hypothesis is true. Women have an important role to play and lead agencies and institutions. It is believed that women are change agents. Unfortunately, the society and culture give men more power and means then women. But women are the core to developed nations. This is why most of the development field are concentrating on women equality and empowerment.

Chapter 6: Summary and Conclusion

This research has attempted to understand if gender makes a difference to how leadership is perceived and exercised in the governmental and non-governmental sector in Egypt. This study has demonstrated the connection between women empowerment, gender and women leadership at community level. By focusing on the three variables, women status and participation increase in the Egyptian context which remains under studied. The study has also shed light on the role women can play to change the organization and its culture when given the opportunity.

The methodology adopted in this study surveyed 215 females and 37 males working in different managerial level positions at governmental and non-governmental sectors. An online survey examined their demographic information, education, financial and economic status/ contribution, empowerment and leadership at work, culture and norms. Also, there was structured and semi-structured interviews with 8 females and 2 males in managerial positions.

The relevant literature on perception of women in the Middle East showed that the patriarchal culture in Egypt affects not only the position of women in the family settings but also at work. Culture in Arab world plays an important role and outlines the role of women. Based on the different social and economic classes in Egypt, married women can work if they are educated and with the consent of their husbands. Even if women work, they are still not considered the primary breadwinner for their families. So, women's career comes in the second place after male members of the family (husbands) and children.

The answer to the main research question is gender does sometimes affect the perception and exercise of leadership in governmental and non-governmental organizations in Egypt. This is due to embedded presumption of cultural norms and misleading assumptions about women's

abilities. Gender roles cannot be identified through communal and agentic qualities. Such stereotypes are not appropriate and mislead societies and individuals. It is important to note that women empowerment cannot be bestowed by a third party, women have to first create the change by themselves.

The five aspects of empowerment under which this study is based on were:

1- Psychological,

2- Social including culture and norms,

3- Education,

4- Employment and economic

5- Legislative and political participation.

Analyzing the psychological factor regarding participants, women's ability to ask for their rights and confidence to achieve what they want is one of the motivators for women to excel. Even if women were faced with challenges the psychological or cognitive factor supports them to continue. The second aspect is social factor in which the family plays a vital role in supporting the rights of their female family members, it was considered one of the important factors for women empowerment. The third aspect related to family empowerment is education. Education is the start point to which women begin to know their rights and raise their awareness to different topics. Once women are educated, they can start to seek employment and have financial independence and autonomy which gives them power over their decisions. For women to be more independent, education and financial independence are the key elements. Practically, education is a key to advance women's status. Through the research, it has been indicated that the higher the level of education women reach, the easier it is for them to advance in their career and more independence they have.

Based on the study, there are advancement in the women status regarding the legal and political participation. Women are represented in political and public sphere, but there is still a long way to go for women to achieve more in the Egypt.

Through the research, it has revealed that one cannot generalize leadership style of women. It all depends on the situation in which women need to react or take action. Indeed, there are biological and psychological differences between men and women but in the leadership style it depends on different factors such as the motivation, up bring and family/partner's support. Transformational leadership was more common in the NGO sector where there was a vision/goal for leaders and their teams to achieve. This may be due to reward employees feel while being involved in the development and change process. While in the transactional leadership was seen more in the governmental sector this may be due to centralization, bureaucratic control and routine tasks.

It is important to highlight that leadership is not a one-rule fits all. It depends on different situations and factors. It is combination of past experiences, motivations, visions and will to achieve or become the change.

Women are more visible and active participants in the society but still the society and culture would lean to men more. In fact, it has been clear that the norms, culture and social factors are the most significant and influential on which women empowerment and leadership depend on. Societies and their psychological impact on women need to change. Societies need to treat men and women equally and end the assumptions that women cannot be the leaders.

Regarding the second research question, there was is a relation between women empowerment and leadership. When women are empowered, they have a higher chance to become leaders. This

is due to the fact that empowered women are more aware of their skills, talents, abilities and potential to achieve what they want or aim. Women can be empowered and not be the leaders; but for women to be successful leaders they need to be empowered on all the five aspects.

Women have an important role in transforming an organization and its culture. They have the transformational traits which includes adapting to change, involving team in the decision-making process which will help in the change process.

While El Khatib argued that the Egyptian culture reflects on the work dynamics in the public service in which the manager (the father) have the controlling power, and his team (children), in fear, accept this authority in an obedient and compliant way. Furthermore, subordinates "tend to keep back bad news from reaching the boss, thus distorting communication in the bureaucracy (ElKhatib,1970, p.76)".

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ANNEX 1:

Online survey:

You are invited to participate in a research study as part of Masters' degree at the American University in Cairo (AUC) on the status of women leadership and empowerment: a case study on the non-governmental organization and governmental sector in Egypt.

All the data of the participants will be treated anonymously .Electronic data will be stored in the researcher's password-protected computer, with the password known just by the researcher. Paper data will be kept in a locked filing cabinet. No names or identifying information will be used in any reports of the research.

The results will be presented in a dissertation to the Department of Public Policy and Administration in the School of Global Affairs and Public Policy at AUC.

Do you agree to participate in the survey?

- Yes
- No

General Information:

1. Gender
    - Female
    - Male
2. Type of Organization
    - Government
    - Non-Government
3. Age:
    - 24-30 years old
    - 31-37 years old
    - 38-44 years old
    - 44-50 years old
    - <50 years old

4. Marital Status:

- Single
- Married
- Widow
- Divorcee

5. Are you supported by your family/spouse?

- Yes
- No

6. Do you consider your family/spouse support a source of empowerment?

- Yes
- No

Financial Factors:

7. Are you financially independent?

- Yes
- No

8. Do you contribute to the household income?

- Yes
- No
- Sometimes

9. What is the percentage of your contribution to the household income?

10. Do you have any property of your own (gold, land, car, etc.)?

- Yes
- No

11. Did you inherit money/land from your parents?

- Yes
- No
- Not Applicable

Norms:

12. Does your partner empower/support you to grow in your career?

- Yes

- No

- Sometimes

- Not Applicable

13. Does your partner support you with raising the children?

- Yes

- No

- Sometimes

- Not Applicable

14. Does your partner support you with household chores?

- Yes

- No

- Sometimes

- Not Applicable

15. Do you have a helper/ nanny to help you with the household?

- Yes

- No

- Sometimes

- Not Applicable

16. Does your mother/ mother-in-law support you with the kids, household chores or any of your responsibilities?

- Yes

- No

- Sometimes

- Not Applicable

17. Do you feel that you can balance between your personal and professional life?

- Yes

- No

- Sometimes
- Not Applicable

18. Did your mother-in-law oppose the idea of your work?

- Yes
- No, it was not her decision
- Not Applicable
- Others

19. Does your work has made a positive impact on your life?

- Yes
- No, it was not her decision
- Not Applicable
- Others

Education and Work

20. Highest Earned Educational Certificate:

- Bachelor
- Masters
- PhD

21. Managerial Level

- Top level (strategic)
- Middle level (managerial)
- Low level (operational)

22. Why are you working?

- For a higher economic status.
- For a sense of security and financial independence.
- To serve the people / community.
- To utilize your education.
- To have you own status & position.
- Others, please specify.

23. In your opinion, what is the most common challenge for women in workplace?

- Leading male sub-ordinate
- Balancing between personal and professional life
- Breaking the stereotypes
- Challenging the norms
- Others, please specify

24. Do you feel that men and women are fairly treated inside your organization in terms of empowerment and leadership?
   - Yes
   - No

25. What is the gender of your line manager/supervisor?
   - Male
   - Female

26. Please choose the closet definition that would describe your manager.
   - Manages the team
   - Motivates me to follow my dream
   - Inspires me
   - Empowers me
   - Leads by example

Empowerment and Leadership

27. Do you feel that you are empowered at your workplace?
   - Yes
   - No
   - Maybe

28. Please choose the closet definition for empowerment at the workplace in your opinion.
   - Promotion
   - Developing your skills through trainings
   - Acknowledgement and motivation
   - Involved in the decision-making process

29. Do you have autonomy at your workplace?

- Yes
- No

30. Do you have the decision-making power?

- Yes
- No
- Sometimes
- Not Applicable
- Others

31. Is there room for professional growth?

- Yes
- No
- Sometimes

32. Do you have a problem that your line manager would be a female?

- Yes
- No

33. Do you feel that your organization empowers your female sub-ordinates?

- Yes
- No

34. Do you face challenges for leading men in your workplace?

- Yes
- No
- Sometimes

ANNEX 2:

Interview Questions:

- Would you please identify yourself and your position?
- How did you reach your current position? How was your career like?
- Do you consider yourself a leader? How and Why?
- From your point of view, what makes a good leader?
- Who was your role model? Why?
- Who motivated you to reach where you are today?
- If I ask your team about your leadership style, what do you think they would tell me?
- Can you describe your leadership style?
- What are your traits that helped you reach where you are today?
- What were the obstacles/ challenges that you faced?
- Did you have any problems dealing with your male sub-ordinate? How did you solve them?
- What motivated you to keep going and inspire others?
- What was your motto?
- What was the impact or change that you feel you have made in your society/organization?
- Were you able to balance between your personal and professional life?
- What was the men attitude towards you?
- What is the gender affect the attitude perceived towards leadership?
- What is the cultural perception of women leadership and empowerment?
- Do you think women challenge or support each other's? Why?
- In our opinion, what is the link between women empowerment and leadership?