



**PERCEIVED IMPACT OF GENDER INEQUALITY OF OMANI  
WOMEN LEADERSHIP POSITION IN THE BANKING SECTOR IN  
THE SULTANATE OF OMAN**

**Dr. Blossom Christina**

Assistant Professor, Department of Management, Waljat College of Applied Sciences,  
BIT International Centre, Sultanate of Oman.

**Mohammed Saleh Salim Al Azri**

Master's Student, Waljat College of Applied Sciences,  
BIT International Centre, Sultanate of Oman.

**ABSTRACT**

*“Changes in the activities and representation of women and men in society have unquestionably occurred since the early 1980s; however, those changes apparently have not been sufficient to alter strongly held and seemingly functional beliefs about the basic social category of gender,” commented researchers Elizabeth L. Haines, Kay Deaux and Nicole Lofaro.*

*In recent years apparently women in the Gulf region are driving towards a growing pace of breaking the glass ceilings, increasingly taking the top government and private sector jobs. But the research is yet to find a concrete solution of how many are explicitly holding the leadership position. The world is changing its dogmatic views and thoughts on a social and cultural aspect of women's position in the workforce. Women's leadership in society is one such change where women started coming from the home to the frontline of leadership. Though societal taboos still exists as women to be the weaker sex. But success stories of*

---

*women in leadership roles have motivated women to come forward to take up the challenge. This created a change in the leadership aspects and a revamping in the mentality of the people in general.*

*When compared with the men in the leadership position women by default have some challenges and it should be overcome and by not creating hurdles. The women are more flexible than men and multitasking where they can handle the leadership responsibility with the family. The research studies the perceived impact of challenges faced by the women in the leadership. It is quite common that the leadership position with the normal challenges, she has to face more as a woman. The challenges are taken in a sportive way and most of them take this and overcome. The Sultanate of Oman's support towards women in the workforce will help women to come frontline and take up the challenges.*

**KEYWORDS:** challenges, gender stereotype, glass ceilings, leadership, women

## **INTRODUCTION**

Gender Discrimination is a social problem in the workplace has been recognized by the researchers and practitioners to discuss the reasons for the lack of descent of women to higher positions. Common global explanations focus on four main areas. First, the explanation of the "glass ceiling" focus on discrimination because of many different causes, such as gender stereotypes (where people tend to associate male characteristics and thus men in leadership positions) " phenomenon).The researchers gathered substantial empirical evidence that is associated with successful leaders stereotyped with masculine attributes such as independence, assertiveness, and determination.

Second, the pipeline explanations of the lack of professional advancement of women. The assumption is that when enough qualified women are "on hold", they finally assume leadership positions in senior management in numbers equal to men. However, the data do not support this sense, the National Information Center and the statistics of 2013, Oman women account for almost 50% of all graduates in the country. In addition, women who score higher during their studies in various disciplines at the university and colleges are very difficult to find a better position in the workplace.

Third, the explanations will be grouped into the category of evolutionary psychology: The ideology behind this category is women are hereditarily inclined to leadership positions. Men prefer the high level of management involvement, while women choose security and minor issues.

Finally the organization and management of time and energy for all workers in today's competitive business environment and "economy 24/7" incompatible with what is needed to form a family.

The above explanations of why some women are understated in management positions are the most common, and all the support is based on research findings. However, this research will pay more attention to women in Oman in the private sector because the problem shows more than the public sector and pay more attention to the banking sector in Oman. This study will examine four common explanations and see if there are different reasons behind the lack of Oman women in the leadership position in the private sector.

## **PROBLEM STATEMENT**

Underrepresentation of women in leadership, lack of women who aspire to a higher position results in an organizations losing an opportunity to take advantage of the skills and talent of the women workforce. For remember the words of His Majesty Sultan Qaboos Bin speech on National Day in 1978, "If we do not give a chance to the women of Oman then we use only fifty percent of our resources".

According to the Times of Oman Newspaper, the percentage of women who are graduating from the universities and college represent more than 50% and the women are getting higher grades than male and still the female represent 21% in the private sector and they found that, there are hardly for any women to hold the position of Chief Executive Officer or Chairman of the board in large companies.

This research will explore the problems of gender stereotype barriers to equality of Omani women in the banking sector. This research tries to find reasons for the lack of women in leadership position and give the explanation behind absence of Omani women from having a position in the middle and top level of management. In general, this research will examine

different factors like gender stereotype, in relations to social psychological factor, and glass ceiling factors behind this problem.

## **LITERATURE REVIEW**

(Cruz, SE and Markus, HR 1993), Simon, RW and Nath, LE 2004, Pomeroy, A., 2005) In a large number of investigations one can easily find the idea that the implementation process in the form Manifestation of the social function class begins in infancy.

(Ajzen, I., 1991) found that patterns of behavior, interests, and needs of boys and girls were being formed. Such perception, with the support of family and school, appears in adulthood. In the workplace it is perceived that different types of behavior, with the importance of their work goals, have different preferences and motivation to act.

(Meece, Glienke, Burg), pointed out that some representatives of the theory of motivation for success, focusing on differences in the orientation of success of men and women, concluded that "women are rather motivated to Avoid success, consequences, such as social rejection and / or the feeling of being un-feminine. "

(MarjaanaGunkel et al., 2007). According to their research, men in Japan "value more strongly not only the male attribute of advancement, but also include female factors." Personal benefits and time, however, Japanese women not only appreciate more physical working conditions, but Also the challenging work that is supposed to be most valued by men. "

(MarjaanaGunkel, Edward J. Lusk, Birgitta Wolff and Fang Li, 2008), Japanese women not only appreciate more physical working conditions, but also the challenging work that is supposed to be more valued by men. ", the findings reveal that men are not required to publish stereotyped masculine factors traditionally and similarly, women do not always traditionally show feminine factors They suggested.

(Piterman, March 2008) The study reveals that hard work and sacrifice not only give women a leading position in today's business in Australia. A deeper level of cultural resistance to the presence of the female escapes a real contribution. It is said that women need more space to exercise authenticity if they are to be truly effective leaders. Women need more than just a place in the management table. They must demand the respect and loyalty of their colleagues to achieve significant and lasting results.

---

(Silva, March 2010) A quarter of the women in our study left their first job due to a difficult manager - almost as many as those who have moved to more money (26%) or a career change (27%) . Only 16% of men left because of a difficult manager. Of course, these results suggest that women and men can be treated differently by their early managers. Research shows that various talents support innovation and business success, but under-exploit organizations and underestimate their feminine talent with great potential. Given the misperception that the flow of talent is strong, companies can allow complacency to inhibit their competitive advantage.

(A Broughton, 2009), research has suggested that there are several areas that coach women who could be helpfully focused. Areas where coaches could help ongoing women include; Creating a climate of trust, creating a network of reflection on organizational cultures, networking.

(Kalkowski, 2004), From the days when women began to enter the labor force, the studied gender differences seen in relation to the motivation of Adjustments. This article firstly gives a brief description of the theory of the related literature reviews the motivation to manage gender as it evolves through the years 1950 and 1960 until today. Studies have produced, the results with some indicated that men are more motivated to manage then women and other studies to find otherwise. These differences seem closely related to state and subordinate stereotypes.

(Devi, 2012), This study was carried out with the objective of investigating the differences between the sexes and the differences between academic specialties on the motivation of achievement among the students. The study was conducted in 80 college students from different schools in the Jammu region, 40 men and 40 women (ages 18-23) selected by the sampling benefit method. According to the research plan, the 80 subjects were selected by gender (male and female) and academic specializations (Arts and Sciences), using the scale of motivation of success. It was found significant difference between achievement motivation science and current arts and motivation of male and female students. Differences indicate an important role of older gender and academic achievement in motivating college students.

## **SIGNIFICANCE OF STUDY**

This paper is very important to the private sector because it focuses on the actual issues within that sector spatially in the banking sector. Also, it provides some ideas and

---

information for the top and HR manager within the organization to understand the reasons behind rare of attendance of Omani women in the high level of management and what are the solutions for this problem.

## **OBJECTIVES OF THE STUDY**

1. To analyze the social, psychological and glass ceilings factors with the gender stereotype in the Omani female from holding a leadership position in the private sector.
2. To evaluate the different behavior of different gender.
3. To analyze the relationship between gender and motivation.
4. To analyze the psychological factors affecting the women from holding a higher management position.

## **HYPOTHESIS**

**H1:** There is a significant relationship between gender and social aspect.

**H2:** There is a significant relationship between gender and psychological aspect.

**H3:** There is a significant relationship between gender and glass ceiling aspect.

## **RESEARCH METHODOLOGY**

Descriptive research design is adopted for this research. The research focuses on the middle level and top level employees of banking sector in Oman. The sample size of 120 employees from both gender were taken for this research. Both Primary and secondary were adopted. Structured questionnaire was used to get the feedback of middle and top level employees regarding the social, psychological and glass ceiling inequalities for women leadership. The techniques used are descriptive statistics, t-test and ANOVA.

## RESULTS/FINDINGS

Table No. 1: Reliability statistic for all variables

Reliability Statistics	
Cronbach's Alpha	N of Items
.920	7

- ❖ From the above table no.1 the reliability statistics is 0.920 which is accepted for the study.

Table No. 2: Table showing the Descriptive analysis

FACTORS	GENDER	MEAN		STD. DEVIATION		N
		Male	Female	Male	Female	
Social		3.32	4.11	1.3	.765	120
Psychological		3.8	4.6	.758	.698	120
Glass Ceiling		4.95	4.3	.58086	1.1245	120
Leadership Skills		3.79	3.956	1.278	1.150	120

From the above table it is interpreted that female respondents are facing gender inequality in all the aspects.

Table No: 3 Table showing the t-test results of the respondents

Sig. (2-tailed)	
Social	.105
Psychological	.000
Glass Ceiling	.000

**H01:** There is significant relationship between gender and social aspect.

H01 is not accepted

**H02:** There is a significant relationship between gender and psychological aspect

H02 is accepted

**H3:** There is a significant relationship between gender and glass ceiling aspect.

H02 is accepted

Table No.4: Table showing the ANOVA results of the respondents

		Sum of Squares	df	Mean Square	F	Sig.
Social	Between Groups	1.590	2	.845	2.496	.198
	Within Groups	9.450	117	.188		
	Total	11.040	119			
Psychological	Between Groups	.400	2	.106	.165	.848
	Within Groups	19.199	117	.766		
	Total	19.599	119			
Glass ceilings	Between Groups	.176	2	.078	.244	.785
	Within Groups	5.693	117	.198	.062	.940
	Total	5.693	119			

The above table results suggest that gender have no significant effect on social, psychological and glass ceiling factors.



## **DISCUSSION ON THE FINDINGS OF THE STUDY**

The male respondents represent 64.2% of the response while female respondents represent 35.8% of the total respondent. Majority of the respondent age is 25-35 which represent 47.2% .

Omani society view women as a house wife, acceptance of leadership positions senior, customs and traditions do not encourage Omani women as a leader due to religious and social customs. On the other hand, values in Omani Society does not favor women to be innovative or creative. The findings reveals that H1 hypothesis is not accepted as the significant value is greater and the women respondents feel that the society aspect is the biggest barrier for them.

The t-test result and ANOVA test shows that the significant is 0.000 for all factors of the psychological aspect which is less than 0.05, therefore we can say that there is a statistical significant different between the means. Since the values in psychological aspect has same value which is less than 0.05 significant. So, we accept the null hypothesis at 95% confident level.

The mean values for men is more than 3 while the mean values for female is less than 3 and this shows that the male show a positive commitment while the female has a negative commitment.

This hypothesis is accepted because most of the male they think that the psychological effect of women cannot be resolved by women while in the other hand the female think that the psychological affect is not that much effective for them. The mean values for men is more than 3 while the mean values for female is less than 3 and this shows that the male show a positive commitment while the female has a negative commitment.

In the t-test result and ANOVA test for the gender and glass ceiling aspect shows that the significant is 0.000 for all factors of the glass ceiling aspect which is less than 0.05, therefore we can say that there is a statistical significant different between the means. So, we accept the null hypothesis at 95% confident level. This result indicates that the respondents feel that there is a big discrimination between male and female.

In general, the biggest barrier for Omani women from advancing position as the respondent chose are absence of women role models and lack of skills in exercising with the authorities.

## **CONCLUSIONS**

The objectives of this research are to study the effect of gender stereotype in the Omani female from holding a leadership position in the private sector, to evaluate the different behavior of different gender Understand the relationship between gender, social aspect, psychological and glass ceiling. Also, this research is done to know the different barriers that affect the Omani women from having a leadership position.

This research find that there is significant relationship between gender and social aspect in some case and it has no significant relationship in some other variables and most of the respondent from both gender shows that there is a positive commitment toward the social aspect. Also, there is a significant relationship between gender and psychological aspect and glass ceiling.

Most of the respondent say that the recruitment, leadership program and developing the Omani women are not that much effective and these should be resolved by the company in order to attract and recruit the Omani women in the leadership position.

## **SUGGESTIONS & DIRECTIONS FOR FUTURE RESEARCH**

It is suggested that the bank should update their recruitment system for the Omani women in the leadership position, provide more concern in the developing of Omani women and give them the potential to have a leadership position and let them to prove their ability and develop a very effective programs for Omani women to motivate them and make them ready to hold a leadership position.

A bigger and more diverse sample size can be adopted on this study, which may also include participants from other banks as a future research. There is a scope of comparative study of GCC countries.

## **REFERENCES**

A Broughton, L. M. (2009). *Encouraging Women into Senior Management Positions: How Coaching Can Help*. INSTITUTE FOR EMPLOYMENT STUDIES.

- S. Brooke Vicka, M. D. (May 2008). *The effect of gender stereotype activation on challenge and threat motivational states. Journal of Experimental Social Psychology, 624–630.*
- Bull, P. S. (June 2001). *Personality and Social Psychology Bulletin. Gender Differences, Motivation, and Empathic Accuracy: When it Pays to Understand, 720-730.*
- Devi, C. S. (2012). *Achievement Motivation across Gender and Different Academic Majors. Journal of Educational and Developmental Psychology, 105-109.*
- Jenny M. Hoobler, G. L. (2011). *Women's underrepresentation in upper management: New insights on a persistent problem. Organizational Dynamics, 151—156.*
- Judith L. Meece, B. B. (October 2006). *Gender and motivation. Journal of School Psychology, Pages 351–373.*
- Kalkowski, K. L. (2004). *A Survey of Gender-Related Motivation Studies. Journal of Leadership Education, 18-34.*
- Muhammed Kürşad ÖZLEN, N. H. (2014). *The Role of Human Resource Management in Employee Motivation. European Researcher, Vol. 75, No. 5-2, pp. 970-979.*
- Nyongesa, G. A. (2015). The researchers carried out a study on the effects of a total compensation system on the motivation and quality of life of employees working in higher education institutions: A case from the Catholic University of East Africa. The research examined the pr. 97-105.
- Piterman, H. (March 2008). *The Leadership Challenge: Women in Management.*
- Silva, N. M. (MARCH 2010). *Women in Management: Delusions of Progress. Harvard Business Review.*
- Tamila Armania-Kepuladze (Georgia, C. R. (2010). Gender stereotypes and gender feature of job motivation. *Problems and Perspectives in Management, 48-39.*