



Birzeit University
Faculty of Business and Economics
Master Program of Economics

**Gender Diversity in Qatar: An Analysis of Qatari Women's
Access to Senior Leadership Positions in the Public Sector**

دراسة النوع الاجتماعي في قطر: تحليل وصول المرأة القطرية إلى المناصب
القيادية العليا في القطاع العام

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Under the guidance of Dr. Samia Al-Botmeh

08/26/2024



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**“This Thesis was submitted in partial fulfillment of the requirements
for the Master’s Degree in Economics from the Faculty of Graduate
Studies at Birzeit University, Palestine”**

08/26/2024

Acknowledgments

The author extends sincere appreciation to all Qatari interviewees for their invaluable support and collaboration, which provided the foundation for this study's data.

Dedication

This thesis is dedicated to my cherished family, friends, and esteemed supervisors,

In the intricate tapestry of life, as paths diverge and intertwine, I offer this thesis to you, for the steadfast support you've bestowed upon me. Your unwavering faith in my aspirations has served as a beacon, propelling me to explore new horizons and pursue my dreams with fortitude and optimism.

With profound gratitude,

- Masa Jebril

Abstract

This research investigates the persistent underrepresentation of Qatari women in senior leadership positions within the public sector ministries and bodies, despite achieving educational parity. The study employs a robust mixed-methods approach, combining quantitative analysis of survey data from 211 Qatari women in public sector managerial roles with qualitative insights from 20 semi-structured interviews with senior leaders (11 women, 9 men). This methodology provides a nuanced understanding of the complex dynamics influencing gender diversity in Qatar's public sector leadership.

The theoretical framework integrates multiple perspectives: Classical Economic Theory and Human Capital Theory elucidate gender differences in occupational attainment and returns on education. Glass Ceiling Theory illuminates invisible barriers hindering women's advancement, while Role Congruity Theory explains gender-based prejudices in leadership roles. Institutional Theory contextualizes how societal norms shape organizational practices, and Upper Echelon Theory explores how top executives' attributes influence decision-making processes and organizational outcomes.

This study employed two methodologies employing snowball sampling, with the quantitative approach utilizing multiple regression analysis in R statistical software. Results revealed significant associations between women's perceptions of career progression (PWPC) and factors including role congruity ($\beta = 0.092$, $p < 0.001$), glass ceiling experiences ($\beta = -0.104$, $p < 0.05$), and perceived barriers ($\beta = 0.865$, $p < 0.001$). Surprisingly, education level and current position did not significantly predict PWPC, challenging assumptions about formal qualifications' impact on career advancement perceptions. Complementing these findings, qualitative analysis identified seven key themes: (1) recruitment strategies in Qatari governmental bodies, (2) promotion criteria and gender disparities, (3) perspectives on women's leadership representation, (4) initiatives supporting diverse leadership, (5) motivations and obstacles to senior roles, (6) work-family policies and empowerment actions, and (7) influence of tribe/family connections.

Results indicate that despite formal merit-based systems, deeply ingrained sociocultural norms, gender role expectations, and informal networking dynamics continue to impede women's advancement to top leadership roles. The study found that women often face higher standards and greater scrutiny in leadership positions, while also struggling with work-family balance and limited access to influential networks. The research provides evidence-based recommendations for policy interventions, including fostering inclusive organizational cultures, and establishing targeted leadership development programs for women. This study contributes significantly to the literature on gender and leadership in the Middle East context, offering rich insights into the complex interplay of individual, organizational, and societal factors shaping women's leadership opportunities in Qatar's public sector. The findings have important implications for theory development, particularly in understanding how traditional social structures interact with emerging meritocratic principles in rapidly developing economies.

Keywords: gender diversity, glass ceiling, governmental bodies, labor, leadership, public sector, Qatar, status, top management.

الملخص التنفيذي

يتناول هذا البحث نقص تمثيل المرأة القطرية بشكل مستمر في المناصب القيادية العليا داخل وزارات وهيئات القطاع العام، على الرغم من تحقيق التكافؤ التعليمي. وتستخدم الدراسة نهجاً متيناً يجمع بين التحليل الكمي لبيانات المسح من 211 امرأة قطرية في أدوار إدارية في القطاع العام مع رؤى نوعية من 20 مقابلة شبه منظمة مع كبار القادة (11 امرأة و9 رجال). توفر هذه المنهجية فهماً دقيقاً للديناميكيات المعقدة التي تؤثر على التنوع بين الجنسين في قيادة القطاع العام في قطر.

يدمج الإطار النظري وجهات نظر متعددة: النظرية الاقتصادية الكلاسيكية ونظرية رأس المال البشري، إلى جانب تسليط الضوء بشكل خاص على نظرية السقف الزجاجي لتفسير الحواجز غير المرئية التي تعيق تقدم المرأة. كما ويشرح نظرية تطابق الأدوار لفهم التحيزات القائمة على النوع الاجتماعي في الأدوار القيادية، والنظرية المؤسسية التي تضع سياقاً لكيفية تشكيل المعايير المجتمعية للممارسات التنظيمية، ونظرية المستوى الأعلى التي تبين كيفية تأثير سمات كبار المسؤولين على عمليات صنع القرار.

استخدمت هذه الدراسة منهجين يستخدمان أخذ العينات المتتالية، مع استخدام النهج الكمي لتحليل الانحدار المتعدد في برنامج R الإحصائي. وكشفت النتائج عن وجود ارتباطات مهمة بين تصورات النساء للتقدم الوظيفي (PWPC) وعوامل تشمل تطابق الأدوار (0.092، $\beta = 0.001$ ، $p < 0.001$)، وتجارب السقف الزجاجي (0.104، $\beta = -0.05$ ، $p < 0.05$)، والحواجز المتصورة ($\beta = 0.865$ ، $p < 0.001$). ومن المدهش أن مستوى التعليم والمنصب الحالي لم يتنبأ بشكل كبير بـ PWPC، مما يشكل تحدياً للافتراضات حول تأثير المؤهلات الرسمية على تصورات التقدم الوظيفي. واستكمالاً لهذه النتائج، حدد التحليل النوعي سبعة موضوعات رئيسية: (1) استراتيجيات التوظيف في الهيئات الحكومية القطرية، (2) معايير الترقية والتفاوت بين الجنسين، (3) وجهات النظر حول تمثيل القيادة النسائية، (4) المبادرات الداعمة للقيادة المتنوعة، (5) الدوافع والعقبات أمام الأدوار العليا، (6) سياسات العمل والأسرة وإجراءات التمكين، و(7) تأثير الروابط القبلية/العائلية.

تشير النتائج إلى أنه على الرغم من الأنظمة الرسمية القائمة على الجدارة، فإن المعايير الاجتماعية الثقافية الراسخة، وتوقعات الأدوار الجنسانية، وديناميكيات الشبكات غير الرسمية لا تزال تعيق تقدم المرأة إلى أدوار القيادة العليا. وجدت الدراسة أن النساء غالباً ما يواجهن معايير أعلى وتدقيقاً أكبر في المناصب القيادية، بينما يكافحن أيضاً من أجل تحقيق التوازن بين العمل والأسرة والوصول المحدود إلى الشبكات المؤثرة. ويقدم البحث توصيات قائمة على الأدلة للتدخلات السياسية، بما في ذلك تعزيز الثقافات التنظيمية الشاملة، وإنشاء برامج تنمية قيادية مستهدفة للنساء، وإجراء حملات توعية عامة لتغيير المواقف المجتمعية.

تساهم هذه الدراسة بشكل كبير في الأدبيات المتعلقة بالنوع الاجتماعي والقيادة في سياق الشرق الأوسط، وتقدم رؤى ثرية حول التفاعل المعقد بين العوامل الفردية والتنظيمية والمجتمعية التي تشكل فرص القيادة النسائية في القطاع العام في قطر. وللنتائج آثار مهمة على تطوير النظرية، وخاصة في فهم كيفية تفاعل الهياكل الاجتماعية التقليدية مع مبادئ الجدارة الناشئة في الاقتصادات سريعة النمو.

الكلمات المفتاحية: التنوع بين الجنسين، السقف الزجاجي، الهيئات الحكومية، العمل، القيادة، القطاع العام، قطر، المنصب، الإدارة العليا.

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Chapter 1: Introduction

The imperative for achieving gender equality has transcended geographical boundaries to emerge as a pervasive global concern, capturing the unwavering attention of nations firmly committed to fostering equitable opportunities across societal domains. This emphasis reflects a determination to dismantle systemic impediments, cultivating an environment where gender does not limit one's potential. Organizational research has established a robust association between heightened female representation in leadership roles and optimized performance metrics, spanning financial outcomes, innovation cultivation, and organizational excellence (Dezsö et al., 2012; Hoogendoorn et al., 2013; Noland et al., 2016).

However, existing studies have predominantly focused on private sector entities, leaving a critical gap in understanding gender diversity dynamics within public sector leadership. This paucity, highlighted by Ohemeng et al. (2018), represents an opportune space to explore the potential influence of gender diversity on senior public sector leadership's efficacy, decision-making, and performance.

Leadership, a complex concept crucial in organizations and societies (Northouse, 2019), refers to influencing, motivating, and guiding others toward a common vision (Kouzes & Posner, 2017). Leaders possess skills, knowledge, and qualities that enable effective communication, inspiration, and change-driving behavior (Yukl, 2013). Characterized by vision, integrity, emotional intelligence, and the ability to empower and develop others (Goleman, 2017), leaders guide groups toward shared objectives.

Qatar presents a compelling case study to investigate this nexus of gender dynamics, leadership structures, and organizational effectiveness within the public sector. Despite Qatari women's active professional and civic involvement, an imbalance persists in their

representation within governmental bodies' upper decision-making echelons (Al Mansouri, 2021; Biygautane, 2017). This incongruence is pronounced when considering efforts over two decades to enhance women's public sector workforce integration. However, only a limited number have ascended to senior leadership positions (Al Mansouri, 2021), underscoring the imperative for a holistic examination of gender diversity dynamics within Qatar's public organizations.

Exploring these gender-based leadership imbalances is essential for elucidating prevailing challenges and fostering a nuanced understanding of contextual nuances, socio-cultural factors, and organizational dynamics shaping gender diversity within Qatar's public sector. This investigation holds the potential for valuable insights contributing to broader discourses on gender, leadership, and organizational dynamics across diverse socio-cultural contexts. The exploration of gender diversity within Qatar's public organizations is pivotal, representing an essential step towards informed policy development, strategic interventions, and fostering an equitable, inclusive, and effective public sector leadership landscape leveraging society's talents and perspectives.

High-level management positions, known as executive leadership roles, reside atop organizational hierarchies, carrying significant authority, decision-making power, and responsibility for strategic direction and performance (Noe et al., 2017). Examples include Chief Executive Officers (CEOs), responsible for the overall management and strategic direction (Coulter, 2017); Chief Operating Officers (COOs), overseeing day-to-day operations and strategy execution (Robbins & Coulter, 2018); Chief Financial Officers (CFOs), managing financial resources, planning, and reporting (Brigham & Ehrhardt, 2017); Chief Information Officers (CIOs), governing information technology strategy, infrastructure, and systems (Pearlson et al., 2016); and Chief Marketing Officers (CMOs),

developing marketing strategies, branding, and customer engagement initiatives (Kotler & Keller, 2016). Individuals in these positions are expected to possess broad leadership skills, strategic thinking abilities, and deep industry and competitive landscape understanding (Daft, 2018), shaping organizational culture, setting long-term goals, and driving sustained success (Kotter, 2012).

1.1: Research Problem

Despite significant progress in recent decades, women remain underrepresented in leadership roles across sectors worldwide. This leadership gap is prominently illustrated within the governmental sector in Qatar, where women are believed to hold a low percentage of top-level management positions in ministries and national bodies even though they have achieved parity in educational attainment. The underlying reasons for the disparity between women's education levels and their occupancy of senior leadership roles are not fully understood. This phenomenon represents the core research problem that the current study aims to address through systematic investigation.

While Qatari women have made tremendous strides in education, now outnumbering men at the undergraduate level (Planning and Statistics Authority of Qatar, 2020). This advancement has not fully translated into proportional representation in high-level governance roles. The factors contributing to this persisting leadership gap must be unpacked to diagnose why women may face barriers to ascending to top management tiers. Elucidating the dynamics underlying the imbalance between female educational capital and leadership representation will provide an empirical basis for promoting policies to increase gender diversity within the ranks of organizational decision-makers. Greater diversity in governmental leadership also holds importance for ensuring public institutions reflect the composition of society and can

leverage diverse perspectives. Tackling the identified research problem through data-driven analysis can support progress toward more equal access to elite leadership positions.

1.2: Research Objectives

The primary objective of this research is to explore the barriers/reasons behind Qatari women's leadership underrepresentation across governmental entities relative to human capital investments and initial participation rates.

Supplementary aims are as follows:

1. Explore existing distributions of Qatari women in upper managerial positions contrasted with men across organizations and roles using descriptive statistics in an attempt to establish the magnitude of the disparity.
2. Empirically assess demographic factors across genders in senior governance tiers regarding factors such as age, education, experience, and competencies.
3. Examine economics, political, and sociocultural variables as potentially accounting for the variance in inequitable promotion rates between competency-matched women and men.
4. Explore perceived connections between gender norms, family duties, and access to high-level networks with hindered leadership appointments probed through qualitative approaches.
5. Benchmark initiatives associated with heightened representation to spotlight remedial actions enhancing diversity in upper management.

This focused research applies rigorous quantitative and qualitative techniques to illuminate the status of Qatari women in top governance roles. Findings will determine if hypothesized

underrepresentation exists despite educational gains and their potential underlying reasons, informing initiatives to promote equal access and diversity in public sector leadership.

1.3: Research Questions

Main Research Question:

To what extent economic and sociopolitical barriers contribute to Qatari women's underrepresentation in senior leadership positions in governmental ministries and bodies compared to their educational qualifications and presence in the workforce?

Secondary Research Questions:

1. What is the current representation of women in high-level leadership positions across a representative sample of Qatari governmental organizations?
2. How does the percentage of women in upper managerial tiers compare to the percentage of men across organizations and position types? Do women and men in senior leadership roles have comparable educational and professional backgrounds?
3. What economic factors limit women's appointment and promotion to high-level leadership positions despite educational parity?
4. In what ways do gender role expectations and family responsibilities affect women's advancement into the top leadership echelon?
5. How do political economy and alliance-building and networking among men create barriers to leadership attainment for women?
6. What initiatives or strategies have been successful in supporting women's representation in elite governance roles?

This comprehensive set of quantitative and qualitative research questions will guide analyses to diagnose factors underlying gender disparities in access to top leadership. Findings will

enhance scientific understanding and inform evidence-based actions to dismantle barriers, capitalize on women's capabilities, and achieve diversity in elite governance roles.

The hypotheses of the study are as follows:

Null Hypothesis: Economic and socio-cultural factors have no significant predictive relationship with the underrepresentation of highly qualified Qatari women from non-politically connected backgrounds in elite public sector leadership roles after accounting for individual capabilities.

The alternative hypothesis proposes that economic barriers (e.g. limited access to the labor market), socio-cultural barriers (e.g. gender norms, traditional roles), and political barriers (e.g. discriminatory laws/policies) interact with coming from politically prominent families to significantly explain the inequitable access to upper managerial positions observed among equally qualified samples of Qatari women, despite equivalent individual merits and qualifications.

1.4: Significance of the Research

This study offers a valuable empirical examination of an underexplored phenomenon: the underrepresentation of Qatari women in elite leadership roles within governmental organizations, despite reaching parity in educational attainment. While prior research has documented general trends in women's workforce participation and advancement, few studies have systematically investigated the dynamics shaping female representation within the upper echelons of public sector leadership specifically. This paucity of research is particularly evident in the governmental Qatari context.

This study makes important contributions through its focused diagnosis of factors perpetuating gender disparities in access to top governance positions. Rigorously

investigating the alignment between women's educational capital and their leadership representation can provide crucial insights into persisting barriers and facilitators. A key distinguishing feature is the research's emphasis on elucidating how sociocultural forces, such as gender role expectations and politically exclusionary practices, may constrain women's career advancement.

In particular, the analysis will uncover whether traditions of forming alliances predominantly among certain elite families create an additional obstacle limiting women's appointment and promotion to decision-making positions. By shedding light on this understudied phenomenon, findings can inform targeted policies to dismantle barriers and achieve gender balance at the highest levels of organizational leadership. From a broader perspective, establishing an empirical basis to promote women's equal access to elite public sector roles supports principles of merit-based advancement and contributes to creating more representative institutions.

1.5: Limitations of the Research

This research contains important limitations to consider when interpreting the scope, context, and generalizability of the findings. First, the exclusive focus on Qatari women means the quantitative analysis of representation patterns may not extend to the expatriate female population working in Qatar's public sector. However, this focus reflects the fact that Qatari nationals comprise the majority of the governmental workforce due to hiring policies that prioritize citizens, followed by Gulf Cooperation Council members, children of Qatari women, and lastly, foreign workers. Therefore, concentrating on female citizens holds significance for the majority demographic.

Another key limitation stems from the lack of publicly available, disaggregated data on the demographics of Qatari citizens occupying leadership positions across various governmental

entities and industries. Without access to comprehensive and transparent data, it becomes challenging to accurately assess the extent of gender disparities and monitor progress over time. Additionally, the absence of such data hinders the development of evidence-based policies and initiatives tailored to address specific gaps or barriers. While the research aimed to capture these dynamics through self-reported experiences, the extent to which such factors impact career advancement opportunities may be underestimated or obscured due to the sensitive nature of the topic.

Regarding methodology, the cross-sectional research design provides only a snapshot of representation rather than illuminating trends longitudinally. Additionally, while regression analysis can determine statistical relationships between education, experience, and leadership attainment for women, it cannot explain the underlying reasons behind these correlations. To address the limitations of quantitative methods in diagnosing causal factors, interviews will be crucial for gaining first-hand qualitative insights from women navigating their leadership journeys. However, as with any qualitative approach, the subjective interpretations could introduce researcher bias.

The sample of participating governmental organizations may also limit generalizability and introduce selection bias if more progressive entities choose to participate. Social desirability could further hamper candid interview responses concerning sensitive topics like gender biases. As a single case study focused only on Qatar, the generalizability of the results to other countries and contexts remains restricted. Comparative research across the region could illuminate the transferability versus uniqueness of findings.

Finally, the reliance on demographic data and job titles to quantify leadership representation may miss substantive disparities in the actual authority and autonomy afforded to women compared to men of the same rank. While motherhood obligations likely influence women's

career trajectories, this study does not directly assess the impact of familial duties on leadership attainment. Recognizing these limitations provides transparency on the need for mixed methods, the sociocultural specificity of the context, and opportunities for deeper investigation in future studies.

1.6: Organization of this Thesis

This thesis is structured as follows: Chapter 2 presents a comprehensive review of the theoretical foundations underlying gender diversity in leadership, with a focus on the glass ceiling theory, and synthesizes empirical findings from both global and MENA regional perspectives. Chapter 3 provides a contextual analysis of Qatar and its governmental entities. Chapter 4 delineates the research methodology, explicating both quantitative and qualitative approaches employed in this mixed-methods study. Chapter 5 presents a thematic analysis of the results, systematically exploring seven emergent themes identified through data analysis. Finally, Chapter 6 concludes the study by synthesizing key findings, discussing their implications, and proposing evidence-based recommendations for policy, practice, and future research directions.

Chapter 2: Literature Review

2.1: Theoretical Foundations of Gender Diversity in Leadership and Empirical Assessments

The underrepresentation of women in elite leadership positions, including top management roles, has been examined through various theoretical lenses within the fields of economics and management. Classical economic theories have aimed to explain gender gaps in occupational attainment by examining how differences in human capital investments and household economic decisions between men and women influence career trajectories. Gary Becker's (1985) seminal work on family economics and human capital development argued that divisions of labor within households' factor into men and women making different investments in education, training, and work experience based on expected returns and family roles.

According to Becker's theory, women anticipate shorter and more intermittent careers due to childrearing duties. Consequently, they invest less in market-oriented human capital development, impacting representation in high-earning leadership roles. This household division of labor also results in women bearing a greater share of non-market domestic production activities, further constraining workforce participation and advancement (Becker, 1985).

Therefore, Becker's analysis centered on variation in education, work experience, skills, and expected workforce continuity as key factors underlying gender disparities in occupational distribution and leadership attainment. However, this classical economic perspective has been critiqued for oversimplifying gender differences and overlooking institutional and sociocultural barriers that impede women's advancement regardless of qualifications or

human capital investment (England, 1982; Polachek, 2004). Nevertheless, Becker's foundational work illuminated how early-life decisions shaped by household gender roles could have enduring impacts on career trajectories.

However, this narrow economic viewpoint has been critiqued for oversimplifying gender differences by neglecting institutional and socio-cultural factors that can depress labor market outcomes for women irrespective of human capital levels (England, 1982; Polachek, 2004). Contemporary economic perspectives highlight how systemic gender discrimination and institutional barriers perpetuate inequalities.

One influential economic theory is the glass ceiling theory, which posits that there are invisible but pervasive barriers that prevent qualified women from reaching top leadership and managerial positions within organizations, regardless of their qualifications and experience (Hymowitz & Schellhardt, 1986; Morrison et al., 1987). These barriers are often systemic and deeply ingrained in organizational policies, practices, and cultural norms, creating a metaphorical "glass ceiling" that impedes women's upward mobility once they attain middle management roles.

Examples of such barriers include masculine corporate cultures that favor and promote stereotypically male leadership styles, exclusion from informal networks and mentoring opportunities, gender stereotyping and prejudice, work-family conflicts due to disproportionate domestic responsibilities, and a lack of role models and mentors for aspiring women leaders. The glass ceiling theory holds salience for explaining the leadership gender gap within Qatar's public sector context, given the tribe-based societal structure and male-dominated political networks that characterize Qatari institutions. These cultural forces likely create additional obstacles beyond those faced by women in Western corporate contexts.

A study by Dimovski et al. (2010) applied the glass ceiling theory to examine the underrepresentation of women in top management positions in the Macedonian banking sector. They found that societal stereotypes, gender roles, and organizational cultures that favored men created significant barriers for women's advancement, even when they possessed equal or superior qualifications.

Institutional theory, in a parallel vein, examines how organizations conform to societal norms, rules, and expectations, often adopting practices and structures that are considered legitimate and appropriate within their broader institutional environment (DiMaggio & Powell, 1983; Meyer & Rowan, 1977). In the context of gender diversity in leadership, institutional theory serves as a lens to analyze how external pressures and societal expectations shape organizational practices regarding the promotion of women and underrepresented groups into leadership positions.

A study by Tlaiss (2014) used institutional theory to investigate the barriers to women's career advancement in the Lebanese banking sector. The study found that traditional gender roles and societal expectations, combined with organizational practices that privileged men, created significant institutional barriers for women seeking leadership positions, despite their qualifications and aspirations.

The Upper Echelon Theory, as delineated by Hambrick and Mason (1984), contends that the decision-making processes within an organization are profoundly shaped by the attributes of its top executives. This theoretical framework posits that the demographics, experiences, values, and cognitive orientations of executives play a pivotal role in molding their perceptions and decisions, consequently influencing organizational outcomes. Within the specific realm of gender inequality, the Upper Echelon Theory serves as an invaluable analytical tool, providing a framework through which one can scrutinize how the

characteristics of top executives contribute to or alleviate obstacles encountered by women in their pursuit of high-level leadership positions. The application of the Upper Echelon Theory in the context of this research involves a meticulous examination of the demographic composition, experiences, and cognitive orientations of high-ranking Qatari government officials (Hambrick & Mason, 1984).

A study by Dezsó and Ross (2012) applied the Upper Echelon Theory to investigate the relationship between female representation in top management and firm performance. They found that firms with more women in top management positions exhibited better performance, suggesting that diverse perspectives and experiences at the executive level can positively impact organizational outcomes.

Along with the previous theories, the Critical Feminist Economic Theory provides an analytical framework for evaluating power structures and gender dynamics within organizations. It offers a critical perspective on how patriarchal structures and practices within organizations may maintain and perpetuate gender disparities in leadership roles (Harding, 1986; Hooks, 1984).

Critical Feminist Economic Theory encourages the examination of established power relations, advocacy for inclusive policies, and the challenging of gender biases in administrative processes. It calls for dismantling structural barriers and promoting gender parity in positions of leadership.

A study by Mazur and Pollitt (2009) used Critical Feminist Economic Theory to analyze gender mainstreaming efforts across various European countries. They found that while progress has been made, deeply entrenched patriarchal structures and practices within public

institutions continue to hinder the meaningful integration of gender perspectives and the advancement of women into leadership roles.

These theories and their applications in various studies highlight the nature of the barriers faced by women seeking top leadership and management positions, particularly in contexts where societal norms and cultural factors may influence organizational practices and individual aspirations. By applying these theoretical lenses, this research aims to identify and address the systemic, institutional, and structural impediments that contribute to gender disparities in leadership, ultimately informing efforts to promote greater inclusivity and equal opportunities for women in leadership roles.

When it comes to empirical studies, several studies have applied the theoretical frameworks discussed above to investigate gender disparities in leadership attainment across various contexts. These studies provide valuable insights into the utility and limitations of these theories in explaining the observed phenomena.

Human Capital Theory and its Extensions: Numerous studies have employed Becker's human capital theory and its extensions to model gender differences in occupational attainment and earnings. For instance, Polachek (1981) used a human capital model incorporating variables such as education, work experience, and labor force intermittency to explain the gender wage gap. The study found that intermittent labor force participation due to childrearing responsibilities accounted for a significant portion of the observed wage differential between men and women.

However, subsequent studies have highlighted the limitations of relying solely on human capital factors. England (1982) criticized the human capital approach for oversimplifying gender differences and overlooking institutional and societal barriers faced by women.

Empirical evidence suggests that even after controlling for human capital variables, unexplained gender disparities persist, indicating the presence of systemic discrimination and structural barriers (Blau & Kahn, 2017).

Glass Ceiling Theory: Several studies have utilized the glass ceiling framework to examine the underrepresentation of women in top leadership positions across various sectors. Weichselbaumer and Winter-Ebmer (2005) conducted a meta-analysis of wage gap studies and found evidence of a glass ceiling effect, with gender wage disparities increasing at higher levels of the wage distribution, even after controlling for individual characteristics.

In the context of corporate leadership, Bertrand and Hallock (2001) analyzed data on top executives in U.S. firms and found that women were significantly underrepresented in high-level positions, even after accounting for factors such as education, experience, and job tenure. Their findings supported the notion of a glass ceiling hindering women's advancement to the highest echelons of management.

Institutional Theory: Empirical studies have employed an institutional theory lens to examine how organizational practices and societal norms shape gender disparities in leadership. Jackson (2001) investigated the representation of women in corporate boardrooms across countries and found that national-level institutional factors, such as gender empowerment measures and societal attitudes towards women in leadership, significantly influenced female board representation. Similarly, Toh and Leonardelli (2012) studied the impact of cultural values and gender role beliefs on the prevalence of women in top management positions across nations. Their findings highlighted the role of societal norms and institutionalized gender ideologies in perpetuating barriers to women's access to elite leadership roles.

Upper Echelon Theory: Studies grounded in Upper Echelon Theory have explored how the demographic characteristics and cognitive orientations of top executives influence organizational strategies and outcomes. Dezsó and Ross (2012) analyzed data on S&P 1500 firms and found a positive relationship between female representation in top management and firm performance, suggesting that gender diversity in leadership contributes to enhanced decision-making and strategic choices.

However, empirical assessments of Upper Echelon Theory have also revealed potential limitations. Platt and Platt (2012) criticized the theory for oversimplifying the relationship between executive characteristics and organizational outcomes, arguing that the decision-making process is more complex and influenced by various contextual factors.

Critical Feminist Economic Theory: Empirical studies informed by Critical Feminist Economic Theory have investigated the systemic barriers and power structures that perpetuate gender inequalities in leadership. Acker (2006) conducted an ethnographic study of organizational processes and found evidence of gendered practices and assumptions that disadvantaged women and reinforced male dominance in leadership roles. Benschop and Doorewaard (2012) examined the implementation of gender mainstreaming policies in Dutch organizations and highlighted the challenges posed by deeply entrenched gender norms and resistance to transformative change within organizational cultures.

The empirical literature across various theoretical frameworks highlights the nature of gender disparities in leadership attainment. While human capital factors play a role, institutional barriers, societal norms, organizational practices, and power dynamics also contribute significantly to the observed inequalities.

From an economic perspective, these studies underscore the importance of considering both individual-level factors (e.g., education, experience) and broader systemic and institutional factors that shape labor market outcomes and leadership opportunities for women. Adopting a comprehensive theoretical lens that accounts for the interplay of economic, socio-cultural, and institutional forces is crucial for accurately modeling and addressing gender disparities in elite leadership roles.

Furthermore, the empirical literature suggests the need for robust methodological approaches that integrate quantitative analyses with qualitative assessments to capture the nuanced experiences and contextual factors influencing women's leadership attainment. Longitudinal studies and mixed-methods designs may prove particularly valuable in disentangling the complex dynamics at play.

In terms of variable selection, the empirical assessments highlight the importance of incorporating measures of human capital (e.g., education, work experience), organizational characteristics (e.g., policies, practices, culture), societal norms and attitudes (e.g., gender role beliefs, empowerment indicators), and indicators of systemic gender discrimination (e.g., wage gaps, representation disparities) to comprehensively model the determinants of women's representation in leadership roles.

Overall, the empirical literature provides guidance for this study by emphasizing the need for a holistic theoretical framework, rigorous methodological approaches, and a comprehensive set of variables capturing individual, organizational, and societal factors influencing gender diversity in leadership within the specific context under investigation.

2.2: Gender Diversity in Governmental Leadership: A Global Perspective

A growing body of international research has investigated the relationship between women's representation in senior governmental roles and outcomes relating to governance, policymaking, and constituent welfare. These studies highlight the impacts of improving gender balance in public sector leadership.

Within Europe, studies of national legislatures found that as the proportion of women parliamentarians increased, more legislation was passed related to issues like women's rights, health, and family welfare (Wängnerud, 2009; Devlin & Elgie, 2008). The diversity of perspectives introduced by female officials impacted legislative agendas. Comparative studies of European countries also demonstrate that higher levels of female political representation are positively associated with higher public expenditures on social services (Karlinsky & Paykin, 2021).

Similar effects have been evidenced at local governance levels. Research in India showed that female leadership in village councils enhanced accountability and access to public services, as well as increased girl's school enrollment (Beaman et al., 2009). Studies of local governments globally reveal that jurisdictions with greater female representation demonstrate less corruption and greater transparency (Wängnerud, 2012).

Within public sector organizations, the representation of women in upper management has also been linked to positive outcomes. A study of government departments in Canada found that agencies with more gender-balanced leadership teams displayed higher employee job satisfaction, engagement, and retention (Tamerius, 2010). Research in the health sector shows associations between women in senior hospital management and improved patient satisfaction (Apekey et al., 2013).

Synthesizing findings globally, the representation of women in high-level governmental roles correlates with policy shifts, transparency enhancements, welfare prioritization, and constituent responsiveness. Scholars emphasize that diversity in leadership contributes to public institutions by reflecting population demographics, addressing diverse interests, and harnessing varied talents.

2.3: Gender Diversity in MENA Government: Leadership Representation

While female underrepresentation in elite roles is a global phenomenon, countries in the Middle East and North Africa (MENA) region demonstrate some of the lowest levels of gender diversity in high-level positions across sectors (World Economic Forum, 2020). According to the World Economic Forum's Global Gender Gap Report 2020, no MENA nation ranked in the top 100 out of 153 countries in terms of overall gender parity scores. Specifically looking at economic participation and opportunity, which includes presence in leadership roles, the highest ranked MENA country was the United Arab Emirates at a dismal 117th globally. A report by the International Finance Corporation further revealed that women hold only 3% of board seats and 1% of CEO/president roles across listed companies in 8 MENA countries studied (Bahrain, Egypt, Jordan, Kuwait, Lebanon, Morocco, Qatar, UAE) (International Finance Corporation, 2011).

A range of cultural, institutional, and socioeconomic factors contribute to this stark leadership gender gap in the region. Examining the public sector specifically, studies of national legislatures in MENA countries find women comprise less than 20% of parliamentarians on average (Muasher, 2018). The proportion of women ministers is similarly low. This gender asymmetry also extends to other levels of governmental leadership, with research on local governance and public sector organizations indicating substantial underrepresentation of women in managerial and board roles relative to men (Jamali et al., 2005).

The socio-cultural landscape of the Middle East and North Africa (MENA) region has long been defined by entrenched traditional gender roles, with women historically confined predominantly to domestic and familial spheres (Ahmed & Moustafa, 2012). However, recent decades have borne witness to profound societal shifts marked by a discernible emphasis on gender equality and the empowerment of women, prompting scholarly endeavors to scrutinize the evolving dynamics of gender diversity throughout MENA. These transformations, underscored by a burgeoning participation of women in the labor force, can be attributed, at least in part, to governmental initiatives directed at economic diversification and the reduction of reliance on oil revenues (Ibrahim & Alkhatib, 2020). Despite demonstrable progress, persisting impediments to equitable leadership access endure, propelled by deeply ingrained gender norms that obstruct the advancement of women into leadership roles (Abdulla & Hassan, 2014).

Scholars emphasize that traditional patriarchal attitudes prevalent in Arab societies engender stereotypes that men are better suited for high-status leadership roles, hindering women's advancement (Tlaiss & Kauser, 2011). Additionally, underdeveloped work-family policies and support systems impose disproportionate care burdens on women, limiting workforce participation and aspirations to leadership roles (Metcalf, 2011). However, recent studies reveal shifts in some MENA nations. Mandated quotas for women in parliament in Arab states enhanced female political representation and brought new perspectives to policymaking (Al Maaitah et al., 2012). However, the implementation and impacts of quotas vary considerably across countries.

Governments across the Middle East have recently instituted policies and initiatives aimed at empowering women and promoting gender diversity in leadership roles. Saudi Arabia's Vision 2030 features instrumental measures lifting restrictions and requiring increased

governmental gender diversity, with goals to positively impact organizational performance (Al-Dajani, 2019). The United Arab Emirates created a council advancing women across sectors and appointing females to key posts, heightening representation (Government of Dubai, 2020). Similarly, Kuwait enacted reforms for women's leadership training, participation, and appointments (Al-Boloushi, 2018).

An array of research associates Middle Eastern governmental gender diversity with several benefits. Studies in Oman, Dubai, Bahrain, Qatar, Lebanon, and Jordan associate higher proportions of women leaders in governmental bodies with enhanced citizen perceptions and evaluations regarding service quality, responsiveness, needs understanding, and satisfaction (Al-Hamadi et al., 2007; Hvidt, 2013; Al-Alawi, 2019; Berrebi et al., 2009; Jamali et al., 2010; Obeidat et al., 2012). While these initial studies suggest diversity's benefits, a comprehensive understanding of the intricate impacts necessitates further in-depth investigation across the region's governmental contexts.

Chapter 3: Setting the Context

The intersection of modernization and enduring socio-cultural traditions in Qatar offers a compelling backdrop to rigorously investigate the complex dynamics of gender diversity within public sector leadership hierarchies. Situated within a developing country context undergoing rapid transformation, the State of Qatar represents an optimal setting to examine the impacts of elevating female representation in governmental decision-making roles. This nation provides a unique environment to generate nuanced empirical insights concerning the interrelations between women's leadership accession and styles, public sector agency efficacy, and broader societal advancement. As Qatar balances profound changes against persisting norms, enhanced participation of women in key positions carries wide-ranging implications for organizational and national outcomes. The nuanced elucidation afforded by the country's distinctive positioning between tradition and modernity stands to enrich an understanding of the intricacies underlying diversity across public sector leadership. Assessment rooted contextually can reveal precisely how augmenting women leaders shape governmental bodies and society over time.

Obtaining comprehensive and disaggregated statistics specifically for Qatari citizens, excluding expatriates, regarding population totals, educational attainments, and employment or labor force participation for a specific period presents a significant challenge. Qatar Planning and Statistics Authority (PSA) publishes periodic reports and bulletins covering a wide range of demographic, economic, and social indicators for the country as a whole. However, these publicly available documents often do not explicitly segregate data between Qatari citizens and non-citizens (Qatar Planning and Statistics Authority [PSA], 2023a, 2023b, 2023c; Qatar News Agency [QNA], 2023a, 2023b).

The PSA's publications, such as the "Qatar Monthly Statistics" bulletin and the "Window on Economic Statistics of Qatar," provide insights into general trends and changes within the country's population, economy, and societal developments. These reports typically present aggregate data, including population growth, changes in the number of live births and deaths, marriage and divorce statistics, and broad economic indicators, such as employment in certain sectors and broad money supply metrics (PSA, 2023d, 2023e; QNA, 2023c, 2023d). However, the specific breakdowns required for this research, such as educational attainment, employment, and labor force participation by gender for Qatari citizens, are not readily available in these public documents.

Taking the Qatar Monthly Statistics Bulletin, Issue #121, February 2024, as a random example, the total population in Qatar as of February 2024 was 3,128,983, comprising 2,224,795 males (71%), and 904,188 females (29%). It is worth noting that these figures do not provide a breakdown of the population figures specifically for Qatari citizens and non-Qatari residents. However, it offers a comprehensive overview of the overall population dynamics within the country, providing valuable insights into the demographic composition and trends. A closer examination of the population breakdown by age group reveals that the largest segment is the 25–64 age group, with 2,302,856 individuals, followed by the under-15 age group with 438,967 individuals. The 15–24 age group accounts for 342,345 individuals, while the 65 and older age group represents the smallest segment with 44,815 individuals. When comparing the population figures from January 2024 to February 2024, a slight increase can be observed. The total population increased from 3,118,214 in January to 3,128,983 in February, reflecting a growth of approximately 10,769 individuals within that month. The image below also provides a visual representation of the change in the total

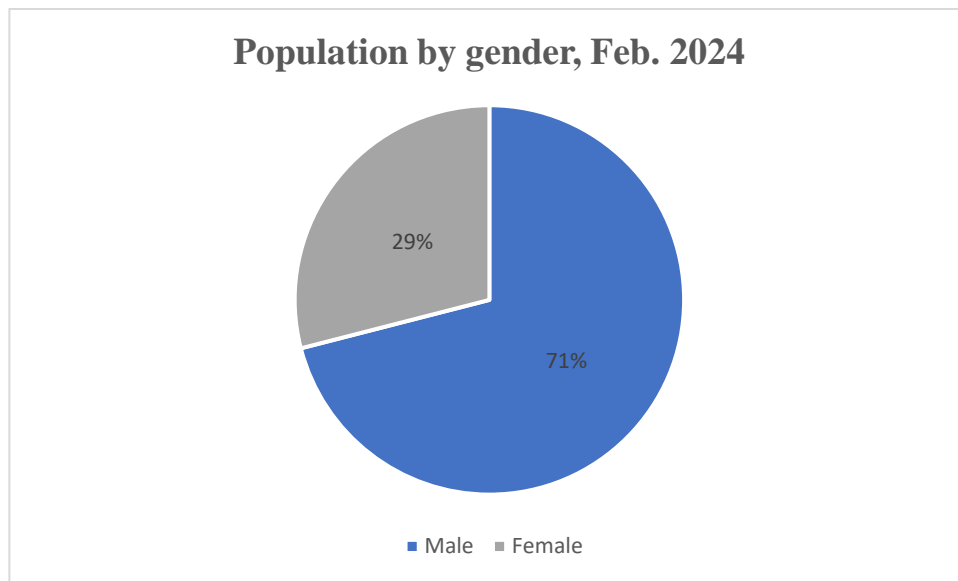
population from February 2023 to February 2024, depicting a gradual increase over the year, with some fluctuations observed during certain months ([PSA](#)).

Table 1: *Qatar Monthly Statistics Bulletin, Issue #121, February 2024 (Qatar Planning and Statistics Authority)*

Population					
Particular	Feb. 2023	Jan. 2024	Feb. 2024	Monthly Change	Yearly Change
Population by gender					
Male	2,147,118	2,227,763	2,224,795	(0.1)	3.6
Female	835,513	890,451	904,188	1.5	8.2
Total	2,982,631	3,118,214	3,128,983	0.3	4.9

Source: Qatar Monthly Statistics. [Qatar Monthly Statistics Bulletin, Issue #121, February 2024, PSA.](#)

Figure 1: *Qatar Monthly Statistics Bulletin, Issue #121, February 2024 (Qatar Planning and Statistics Authority)*



Source: Qatar Monthly Statistics. [Qatar Monthly Statistics Bulletin, Issue #121, February 2024, PSA.](#)

Given the lack of disaggregated data concerning Qatari citizens versus expatriates or gender distribution, preliminary observations derived from informal channels suggest an estimated population size of around 300,000 Qatari citizens, with females appearing to outnumber males. However, accessing more granular data on educational attainment, employment, and labor force participation by gender for this specific population segment would require further inquiries or access to specialized reports and databases maintained by the PSA.

It is worth noting that the availability and accessibility of disaggregated data for specific population segments can vary across different national statistical agencies and may be influenced by factors such as data collection methods, privacy considerations, and reporting protocols. The research encountered limitations in accessing detailed information through publicly available sources and may need to explore alternative avenues, such as direct inquiries or collaborations with relevant agencies or institutions, to obtain the desired level of data granularity.

Investigating the research question, the 2020 Qatar Census data, being the latest available from the Planning and Statistics Authority (PSA), provides relevant insights. Due to the lack of disaggregated data concerning Qatari citizens versus expatriates, the analysis utilizes the available data for the whole population of Qataris and non-Qataris living in Qatar. The census data reveals higher educational attainment rates among females aged 15 and older compared to males at the university level (Planning and Statistics Authority of Qatar, 2020). The table below presents the relevant census results. This trend suggests that females who overcome initial educational hurdles are more inclined or able to pursue advanced degrees, potentially signaling a shift in socio-cultural factors or educational policies favoring female academic advancement. However, these educational qualifications do not translate into comparable representation in senior leadership positions, indicating the existence of barriers within the

professional ladder. Addressing the disparity between Qatari women's educational qualifications and their underrepresentation in senior leadership roles necessitates an examination of various socio-cultural, political, and economic factors, and their intersection with the labor market dynamics that shape the career pathways of Qatari women.

Table 2: Population of Qatar (15+) by Age Group, Sex and Educational Attainment, 2023

University & above	15 - 24	25 - 34	35 - 44	45 - 54	55 - 64	65+	Total
Male	15,514	22,465	15,218	11,180	7,216	2,356	73,939
Female	16,900	23,703	18,360	12,855	8,101	1,485	81,404
Total	32,414	46,168	33,578	24,035	15,317	3,841	155,343

Source: Planning and Statistics Authority of Qatar (2023). Data adapted from 'Qatar Census 2020 Detailed Results.'

https://www.psa.gov.qa/en/statistics1/StatisticsSite/Census/Census2020/results/pages/result.aspx?rpttitle=p3_c20

While the availability of accurate statistical data remains a challenge, this research sheds light on Qatar's strategic policy frameworks and initiatives and demonstrates a concerted effort to create an enabling environment for women's leadership and empowerment. The State of Qatar has implemented several pivotal policies and initiatives aimed at promoting gender diversity in leadership roles, especially within the public sector (Government of Qatar Planning and Statistics Authority, 2011; 2018). A key example is Qatar's National Development Strategy 2011–2016, which emphasized female empowerment and participation across various sectors, including decision-making positions. Specific goals were outlined, like targeted recruitment and mentorship programs, to boost women's representation in public sector leadership (Government of Qatar Planning and Statistics Authority, 2011). Qatar's subsequent 2018–2022 National Development Strategy continued this focus on gender equality and women's leadership.

Central to these efforts is Qatar National Vision 2030, the nation's comprehensive sustainable development plan (Qatar National Vision, 2013). This vision aims to build an inclusive society where women play integral leadership roles across the four pillars of human development: social development, economic development, and environmental development (Qatar National Vision, 2013). The human development pillar crucially recognizes the need to fully harness all citizens' potential, regardless of gender, to advance prosperity (Qatar National Vision, 2013). The goals highlight increasing employment and professional support for Qatari women (Qatar National Vision, 2013). Public sector workforce initiatives were introduced alongside specific measures to elevate female representation in leadership positions (Qatar National Vision, 2013).

Additionally, the Third Qatar National Development Strategy 2024–2030 (QNDS3) outlines several goals and initiatives aimed at supporting women and families in Qatar. Starting with women's empowerment, NDS3 aims to foster an environment where women can flourish and be empowered across all fields to assume their desired roles economically, socially, and politically. Specific goals include increasing flexibility in the workplace to allow women to balance career and family commitments and raising awareness and recognition of women's contributions to the workplace and broader society (Planning and Statistics Authority, 2024). Second, family support: NDS3 recognizes the family unit as the cornerstone of societal strength and stability. The strategy aims to support the institution of marriage through marriage support programs, counseling, and awareness campaigns, promote positive parenting and reinforce religious, cultural, and moral values within families, enhance maternity leave, and increase flexible work arrangements in the public and private sectors; and establish a center on child education to promote awareness and support parents. The

strategy also aims to achieve a fertility rate of 3.0 by 2030 (Planning and Statistics Authority, 2024).

Additionally, Qatar has established labor laws and equal opportunity protections to eliminate gender-based discrimination and enable women's professional advancement and leadership accession (Berrebi et al., 2009). Corporate governance regulations now encourage female board participation, setting a precedent for gender diversity in decision-making bodies (Al-Shafi, 2020).

Qatar has also substantially invested in educational and training initiatives to build women's capacity and make them more competitive professionally, including for public sector leadership roles (Madichie & Gallant, 2012). Organizations like the Qatari Women's Association advocate for women's rights and leadership opportunities, cooperating with the government on relevant policies and programs (Hinz, 2016). Established groups like the Qatari Women's Sports Committee and Federation signal a commitment to achieving gender balance across sectors (Pessoa et al., 2019).

Moreover, in June 2021, a virtual panel organized by HEC Paris in Qatar and the French Embassy shed light on Qatar's successful engagement of female participation in the realization of National Vision 2030 (QNV2030), particularly in the context of global pandemics. The discussion highlighted the evolution of women's roles, emphasizing the impact of pre-pandemic human and community development reforms led by Her Highness Sheikha Moza bint Nasser. These initiatives have positioned women as integral contributors to Qatar's workforce. Sheikha Alanoud noted that within the Qatar Financial Centre (QFC), the business environment is intentionally structured to foster female empowerment and leadership. Majda Soussi, Regional Communications Manager at ENGIE, emphasized her company's commitment to gender diversity, with 40% female representation on the executive

committee. Soussi emphasized that gender equality is not merely a "nice-to-have" but a business imperative, aligning with the core values of diversity, inclusivity, and justice. Munera Al-Dosari, Chief Strategy Officer at Ooredoo, underscored the opportunities for women presented by digitalization during the pandemic, particularly in knowledge-based sectors. Al-Dosari highlighted the potential for upskilling and the pursuit of innovative online business models, particularly in areas like education. This collective perspective from diverse sectors underscores the efforts and opportunities for women within Qatar's evolving economic landscape (HEC Paris in Qatar, June 2021).

Despite progress, deeply entrenched cultural gender norms continue to hinder women's access to leadership positions in Qatar (Hassan & Al-Dajani, 2016). Realizing the benefits of diversity entails public organizations investing in leadership development initiatives that provide women with the necessary skills and opportunities (Al-Malki & Awan, 2015). Successful implementation of supportive policies and a demonstrated commitment are equally vital (Al-Malki & Awan, 2015). According to global financial inclusion data extracted by the World Bank, we find that the participation of females in Qatar in the labor force (% of female population ages 15+) over the years 2018–2022 is still low compared to the participation of males in Qatar (% of male population ages 15+) (Table 1 shows the percentages during the years 2018–2022).

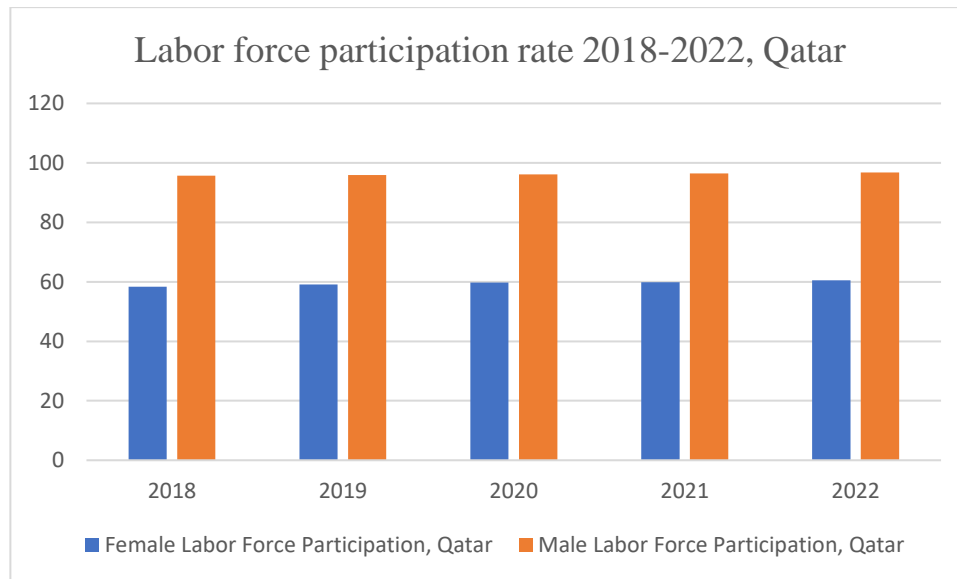
Table 3: Labor force participation rate, Qatar (% of population ages 15+) – 2018–2022

Year	Female Labor Force Participation, (% of female population ages 15+), Qatar	Male Labor Force Participation, (% of male population ages 15+), Qatar
2022	60.5	96.8
2021	59.9	96.4
2020	59.8	96.1
2019	59.1	95.9
2018	58.4	95.7

Source: International Labour Organization. “ILO Modelled Estimates and Projections database (ILO)” ILOSTAT.

<https://ilostat.ilo.org/data/>

Figure 2: Labor force participation rate, Qatar (% of population ages 15+) – 2018–2022



Source: International Labour Organization. “ILO Modelled Estimates and Projections database (ILOEST)” ILOSTAT.

Accessed February 06, 2024. <https://ilostat.ilo.org/data/>.

Supplementary quantitative analyses of longitudinal labor force participation data from the World Bank indicate that the percentage of women in Qatar's total national workforce remained disproportionately low over the 2010–2022 period, despite increases in the raw count of active female workers as a percentage of the female working-age population from 2018–2022. This data represents all women living in Qatar, including both Qatari and non-Qatari nationals. A descriptive comparison of participation rate time series against the backdrop of significant human capital investments implies a measurable deficit in the equitable transition from competency acquisition to labor force activation among women. Descriptively benchmarking labor participation trends against regional and global standards further contextualizes the measurable progress made toward gender parity. Comprehensively analyzing intersections between gendered participation, economic factors, and cultural variables over recent history can thus precisely and scientifically diagnose complex relationships influencing women's labor force participation and leadership representation.

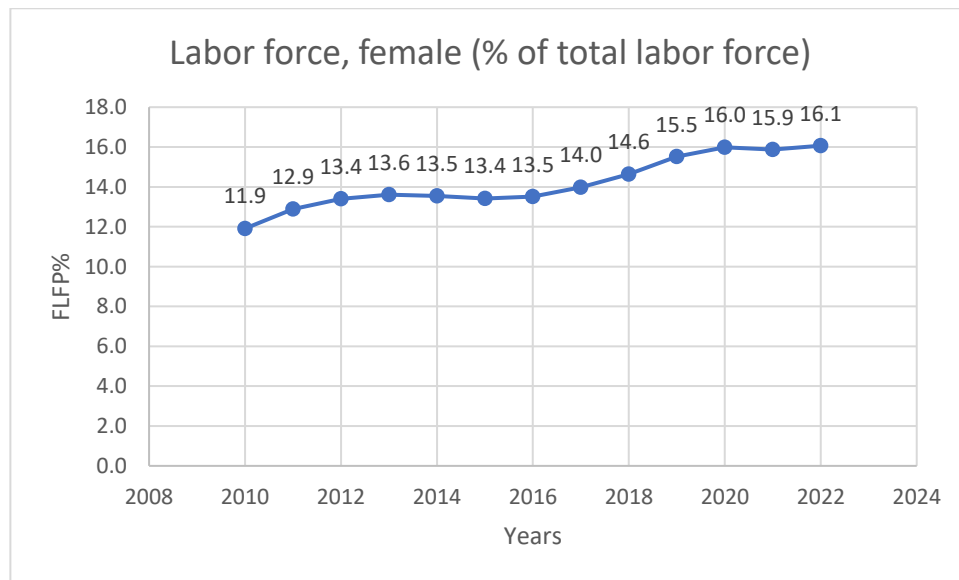
Statistically modeling temporal shifts and trends in the multilayered participation and representation gaps, concurrently with changing socio-economic indicator profiles, can enhance comprehension of the persistent asymmetries in work-based activation. Isolating the timing and magnitude of divergence between metrics tracking women's aggregation within the workforce compared to their ascent to leadership strata will help identify points of attenuation along developmental trajectories. While the World Bank data provides a broad overview of women's labor force participation in Qatar, it does not differentiate between Qatari and non-

Qatari women. Conducting further research to disaggregate this data by nationality and supplementing it with qualitative insights could yield a more nuanced understanding of the

specific challenges and opportunities faced by Qatari women in the workforce and leadership domains.

To provide a comprehensive analysis, the following table and figure are presented, illustrating the female labor force participation rate in Qatar (% of the total labor force) from 2010 to 2022, as sourced from the World Bank. It is important to note that this data represents all women living in Qatar, including both Qatari and non-Qatari nationals.

Figure 3: Female Labor force participation rate, Qatar (% of total labor force) – 2010–2022



Source: The World Bank.

<https://data.worldbank.org/indicator/SL.TLF.TOTL.FE.ZS?end=2022&locations=QA&skipRedirection=true&start=2013&view=chart>

In terms of employment, the Civil Service and Government Development Bureau in Qatar oversees a range of policies and initiatives to ensure an equitable and efficient public sector workforce, their mandate includes the development and oversight of human resource policies across government bodies, ensuring these policies are periodically updated and reviewed.

They also supervise the implementation of laws regulating civil human resources and lead the national strategy for civil human resource development and government modernization ([Civil Service and Government Development Bureau](#), n.d.).

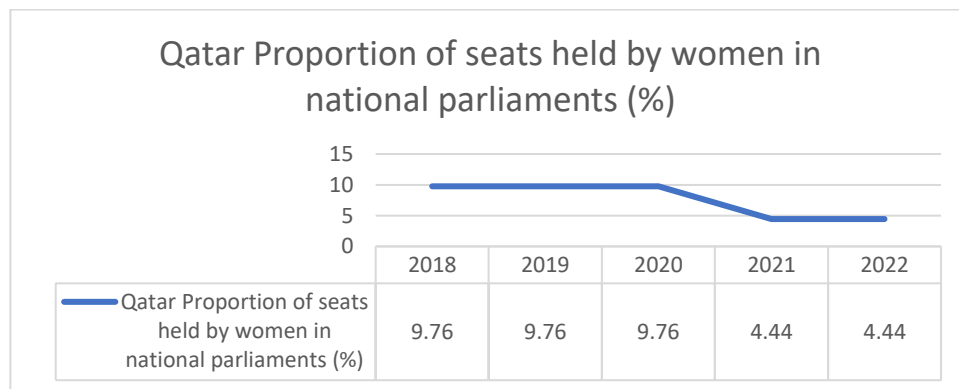
The employment law in Qatar for public sector organizations provides a comprehensive framework for hiring, promotions, and leave entitlements for employees. The law outlines various types of leaves that public sector employees can avail themselves of, including annual leave, sick leave, maternity leave, paternity leave, study leave, hajj leave, and others. Regarding gender equality, the list of leaves does not indicate any explicit distinction based on gender, except for maternity leave and paternity leave, which are directly related to childbirth and parental responsibilities. Both male and female employees appear to have access to the same types of leaves, such as annual leave, sick leave, and hajj leave.

The law seems to provide equal opportunities and treatment for both genders in terms of employment and leave entitlements, as per the guidelines set by the Civil Service and Government Development Bureau of Qatar. Overall, the employment law in Qatar for public sector organizations appears to be comprehensive, covering various leave options for employees while maintaining gender equality and providing equal chances for both men and women per the principles of the Civil Service and Government Development Bureau.

The analysis of available data reveals a significant gap in information regarding the representation of women in senior and middle management roles within Qatar's workforce (World Bank, 2023). However, an examination of the World Bank data pertaining to women's participation in political leadership positions provides valuable insights into the broader context of gender representation in decision-making spheres.

During the period from 2018 to 2022, the data indicates a concerning trend of underrepresentation of women in parliamentary seats in Qatar (figure 4). Specifically, in 2021 and 2022, women held only 4.44% of the parliamentary seats, representing a substantial decrease from the previous three years (2018–2020), where the percentage stood at 9.76% (World Bank, 2023). This fluctuation in women's representation in political leadership positions is illustrated in Figure 4, which presents the percentages for each year from 2018 to 2022.

Figure 4: Proportion of seats held by women in national parliaments (%) in Qatar, 2018–2022



Source: World Bank. (2023). Proportion of seats held by women in national parliaments (%) – Qatar. Retrieved from

<https://data.worldbank.org/indicator/SG.GEN.PARL.ZS?locations=QA>

While the potential benefits of diversity in leadership and decision-making processes are well-established, the realization of these advantages necessitates a concerted effort to overcome enduring cultural barriers. Impactful policies and programs, coupled with a firm commitment to promoting qualified women to assume prominent roles in the public sector, are imperative for achieving meaningful progress in this domain.

It is crucial to acknowledge the limitations posed by the lack of data specifically on women's representation in senior and middle management positions within Qatar's workforce. This

absence of information hinders a comprehensive understanding of the challenges and opportunities faced by women in their pursuit of leadership roles across various sectors. Addressing this data gap through rigorous and systematic data collection and reporting mechanisms would facilitate a more nuanced analysis and inform evidence-based strategies for promoting gender diversity in leadership.

The underrepresentation of women in high-level managerial and leadership positions within Qatar's public sector appears to stem primarily from deeply entrenched sociocultural factors, despite policy initiatives aimed at promoting gender equality and diversity. This disparity likely reflects a complex interplay between traditional gender norms, organizational culture, and systemic barriers that persist in spite of formal equality measures. While policy interventions are necessary, they alone seem insufficient to address the underlying social and cultural dynamics that shape organizational practices and individual perceptions. Achieving meaningful progress toward gender diversity in top leadership echelons may require an approach that not only reinforces policy frameworks but also directly challenges and transforms the sociocultural norms that currently impede women's advancement.

Eagly and Karau's (2002) role congruity theory has illuminated gender biases within organizational cultures. While their work explores the mismatch between leadership roles and female stereotypes, our study expands this perspective to examine how these biases manifest specifically in public-sector organizations.

We build on Acker's (1990) theory of gendered organizations to investigate the unique structural barriers created by male-dominated hierarchies in public institutions. In contrast to research focused on corporate environments, such as Ibarra's (1992) study on gender differences in network structures, we analyze how exclusion from influential networks affects women's authority in public-sector leadership positions.

Our analysis also extends beyond Benschop and Doorewaard's (1998) exploration of gender subtext in organizations. We investigate how seemingly supportive policies in public institutions may unintentionally reinforce gender biases, revealing the gap between formal equality initiatives and the ongoing challenges faced by women in public sector leadership. Such approach offers new insights into the complexities of gender dynamics in public-sector organizations, complementing and expanding upon existing research in the field.

It is worth mentioning again that the analysis of gender representation in Qatar's public sector leadership is constrained by limitations in the available data. Notably, most statistical reports combine figures for both Qatari nationals and non-Qatari residents, which presents a significant challenge for accurately assessing the situation for Qatari women specifically. As reported by the Planning and Statistics Authority (2022), Qatari nationals constitute only about 13% of the total population. This demographic composition means that aggregate data may not accurately reflect the experiences and career trajectories of Qatari women in leadership roles. The conflation of these distinct populations in official statistics potentially obscures important nuances related to citizenship status, cultural background, and access to opportunities. For instance, Al-Horr and Salih (2011) note that Qatari nationals often have different career paths and face distinct challenges compared to expatriate workers. Furthermore, as highlighted by Berrebi et al. (2009), the unique socio-economic context of Gulf Cooperation Council countries, including Qatar, necessitates careful disaggregation of data to understand the specific dynamics affecting national workforces. This data limitation underscores the need for more granular, citizenship-specific statistics to conduct a more accurate and nuanced analysis of gender representation in Qatar's public sector leadership.

Chapter 4: Research Methodology

Based on the research questions and objectives outlined, this section explains the quantitative and qualitative methodologies that will be used:

4.1: Quantitative Methodology

The quantitative part of this research relied on both primary data as well as secondary data. The secondary data was collected through an extensive review of existing academic literature. The literature review gathered published statistics, findings, and models that are relevant and applicable to the research questions under examination. The secondary data from previous research studies and reports supplemented the original primary data that was collected to address aspects of the phenomenon that have not yet been quantified. The combination of newly collected empirical data with established contextual data from the literature allows for a comprehensive analysis that leverages prior knowledge in the domain. Primary data was collected directly from a targeted sample of Qatari women working in the public sector via an online survey. In addition to purposive sampling, this research also employed snowball sampling as a technique to identify additional survey participants. The collected data was then analyzed using the R statistical software, which was employed to run regression models and conduct other statistical analyses to examine the factors influencing women's perceptions of senior leadership roles in Qatar's public sector.

However, the research was not able to identify a population from which to set a sampling frame to select the sample. This is because no data exists with regards to the total number of women in managerial positions in the public sector in Qatar. The study hence relies on targeting as many Qatari women in managerial positions in the public sector through non-probability-based sampling technique. Although this method will not allow this study to generalize its findings, yet it will enable the research to provide some insights into the

qualitative evidence of the determinants underlying women's joining managerial ranks in public sector in Qatar.

In other words, this research employs a targeted non-probability purposive sampling approach in conducting its survey. Specifically, data is based on cross-section comprising 211 Qatari women employed in Qatar's public sector selected through snowballing techniques. The sample comprises two strata: women occupying senior leadership positions (e.g., director-level and above) and women in junior positions across various government entities. Interviewed candidates received a survey link online, and their responses provided the necessary results.

The online survey gathered data on participants' socio-demographics (age), human capital (education, work experience, skills training undertaken), employment characteristics, and perspectives on organizational culture, policies, and practices concerning gender diversity in leadership. Descriptive, bivariate, and multivariate analyses examined sample characteristics and test hypothesized associations between these factors and women's representation in senior leadership roles per the study's conceptual framework grounded in role congruity and glass ceiling theories.

Given the non-probability sampling process, statistical generalization of results to the whole population is unfeasible. Nonetheless, the mixed-methods data provides useful exploratory insights and indicators of participants' lived experiences for future confirmation research and policy discussions aimed at enhancing the role of women in growth and advancement in the public sector.

4.1.1 Survey Instrument

The online survey consisted of several sections:

1. Socio-demographic information: Age, marital status, number of children.
2. Human capital: Education level, years of work experience, skills training undertaken.
3. Employment characteristics: Current position level, department, number of subordinates supervised.
4. Perceptions of Women about Progression in Career (PWPC): An 11-item scale assessing perceived career progression, support, equity, and advancement opportunities, rated on a 5-point Likert scale (1 = strongly disagree, 5 = strongly agree).
5. Barriers (BAR): A 15-item scale measuring perceived economic, political, and socio-cultural obstacles to professional advancement, rated on a 5-point Likert scale.
6. Perspectives on role congruity and glass ceiling experiences.
7. Open-ended suggestions for improving women's representation in leadership.

4.1.2 Perceptions of Qatari Women about Progression in Career in the Public Sector in Qatar

- Model Formulation:

4.1.2.1 Proposed Equation:

- Linear Regression Model: A multiple linear regression model was employed to examine the relationship between the independent variables and PWPC. The model can be expressed as:

$$\begin{aligned}
 \text{PWPC} = & \beta_0 + \beta_1 \text{ Education Level} + \beta_2 \text{ Current Position Level} + \beta_3 \text{ Role Congruity} \\
 & \text{Agreement} + \beta_4 \text{ Glass Ceiling Experience} + \beta_5 \text{ trainings number} + \beta_6 \text{ child under 18} + \\
 & \beta_7 \text{ above 18} + \beta_8 \text{ men supervision} + \beta_9 \text{ women supervision} + \beta_{10} \text{ Barriers} + \beta_{11} \text{ Family} \\
 & \text{Roles Under 18} + \beta_{12} \text{ Family Roles Above 18} + \epsilon \quad (1)
 \end{aligned}$$

Where β_0 is the intercept, β_1 to β_{12} are the regression coefficients, and ϵ is the error term.

4.1.2.2 Variables and Measurements:

Using the R statistical software, we conducted a multiple regression analysis to evaluate the influence of various factors on women's perceptions of senior leadership roles:

1. **Dependent Variable (DV): Perceptions of Women about Progression in Career (PWPC)** - A continuous composite scale assessed using a validated instrument asking women to rate their agreement on a 1-5 Likert scale (1=strongly disagree, 5=strongly agree) with statements regarding perceived career progression, support, equity and advancement opportunities within their public sector organization. Example survey items include "I feel I have equitable opportunities to advance to leadership roles within this organization" and "My career progression and advancement within this organization matches my effort and qualifications."

The dependent (PWPC) was handled as follows:

- Generation of the composite:

The PWPC composite was created using 11 Likert-scale questions (columns 17-27 in the dataset). These questions assessed various aspects of PWPC, including perceived fairness, opportunities for advancement, and overall professional satisfaction.

- Encoding of responses:

The Likert-scale responses were encoded numerically as follows:

- "Strongly Disagree" = 1
- "Disagree" = 2
- "Neutral" = 3

- "Agree" = 4
- "Strongly Agree" = 5

➤ Calculation of the composite:

The PWPC composite score was calculated using the following R code:

```
pwpc_columns <- c(17:27)
```

```
data$PWPC <- rowMeans(data[pwpc_columns], na.rm = TRUE)
```

This code calculates the mean of the responses for columns 17-27 for each respondent, ignoring any NA values.

➤ Final result:

The PWPC composite ended up as a single figure for each respondent. It was not logged and remained on the original 1-5 scale.

➤ Scale of the final PWPC variable:

The resulting PWPC variable is a continuous variable with values ranging from 1 to 5, representing the average response across the 11 questions. It's not just a single digit, but can include decimal places (e.g., 3.45, 4.23).

This approach results in a more nuanced measure of Perceptions of Women about Progression in Career compared to using a single question or a binary measure. The composite score provides a continuous scale that can capture subtle differences in perceptions across respondents.

2. Independent Variables (IVs):

➤ Education Level: Categorical variable (3 levels - Bachelor's, Master's, Doctorate).

This quantified credential aligns with human capital theories linking advanced schooling to productivity enhancements.

➤ Current Position Level: Binary (Entry-Level, Mid-Level Management).

- Role Congruity Agreement: Continuous variable measured on a 7-point Likert scale.
- Glass Ceiling Experience: Continuous variable based on a composite score.
- Number of Trainings: Continuous variable. quantifying the number of leadership development and professional skills seminars, conferences, and courses each woman reports completed over the past 5 years. Incorporating this predictor grounded in human capital advancement theories allows testing the expectation that investing in the continued renewal of managerial capabilities will accelerate mobility.
- Child Under 18: Binary (Yes/No).
- Above 18: Binary (Yes/No).
- Men Supervision: Continuous variable (number of male subordinates).
- Women Supervision: Continuous variable (number of female subordinates).
- Barriers: Continuous variable measuring perceived workplace barriers. A composite index quantifying perceived economic, political, and socio-cultural obstacles that impede professional advancement. This continuous variable sums responses across 14 items on a 5-point Likert scale spanning organizational impediments (e.g., masculine cultures), societal biases (e.g., prejudice against women leaders), and exclusionary network dynamics (e.g., alliance-building among elite families). Factor analysis confirms these dimensions represent interrelated barriers. Higher scores indicate facing more numerous and intensely perceived obstacles to appointment and promotion.
- Family Roles Under 18: Continuous variable measuring family responsibilities for children under 18
- Family Roles Above 18: Continuous variable measuring family responsibilities for dependents above 18

Family Roles variables account for domestic obligations as a hypothesized barrier curtailing mobility, per feminist critiques of classical labor market models.

3. Hypotheses:

- H1: Women's educational attainment is expected to exhibit a significant positive association with women's career progression, controlling for professional experience.
- H2: The intensity of perceived barriers (BAR) is expected to display a significant negative relationship with women's career progression among competency-matched women.
- H3: Balancing family roles (FR) is expected to be negatively associated with women's career progression after adjusting for human capital factors.
- H4: The extent of advanced skills training is expected to exhibit a significant positive association with women's career progression after accounting for educational credentials and work experience. The rationale is that while foundational qualifications reflect initial human capital endowments, continually upgrading competencies signals motivation and commitment that may encourage appointments to more challenging leadership roles. It tests whether merely meeting threshold requirements is insufficient without a demonstrated pursuit of lifelong knowledge enrichment. This variable could also be expanded to assess the perceived quality and scope of development opportunities across public sector contexts.

4.1.2.3 Model Diagnostics

To ensure the validity of our regression model, diagnostic tests were performed so we can assess potential violations of regression assumptions with necessary adjustments made to the model as will be elaborated further on:

- Linearity: Assessed through residuals vs. fitted values plot
- Normality: Checked using Q-Q plot and Shapiro-Wilk test
- Homoscedasticity: Examined using Breusch-Pagan test and scale-location plot
- Multicollinearity: Evaluated using Variance Inflation Factors (VIF)
- Influential Observations: Identified using Cook's distance

The quantitative methodology facilitates a statistical analysis of factors influencing Qatari women's perceptions of pursuing senior leadership positions in the public sector. This approach examined how variables such as educational background, perceived barriers, family responsibilities, and skills training impact these perceptions. The resulting data provide valuable insights into the complex interplay of elements shaping women's views on leadership aspirations within Qatar's public sector. These findings not only elucidate the current perceptual landscape but also offer a foundation for understanding the factors that encourage or discourage women from seeking high-level positions.

4.2: Qualitative Methodology

4.2.1 Theoretical Grounding

Drawing from classical economic theories of status attainment, interview questions assessed perspectives on how embedded sociopolitical and cultural dynamics may propagate gaps between human capital accrual and conversions into leadership roles. Aligning with feminist economists' critiques regarding overt and covert barriers curtailing workplace advancement, experiential probes elucidated gendered expectations, access limitations, and policy gaps attenuating leadership transitions. References to empirical examinations of regional "glass ceiling" phenomena, including works by Smith (2021) and Loya & Nadim (2019), inform explorations of intersectional identity factors shaping advancement trajectories.

The interview protocol is scientifically informed by feminist economic perspectives situating gender representation gaps within broader systems of inequity linked to socio-political factors (Folbre, 2018), in conjunction with human capital and status attainment theories quantifying returns on meritocratic investments (Tan, 2014).

Empirically validated frameworks, including vertical sex segregation (Hakim, 1996), role congruity (Eagly & Karau, 2002), and pipeline leakage models (Blickenstaff, 2005), scaffold the exploration of key advancement boundary points. Prior applications of Glass Ceiling theory within regional contexts, including Al-Ahmadi's (2011) structural assessment and Salehi et al.'s (2020) intersectional analyses, guide the construction of dynamics-focused inquiries.

Foundational economic paradigms posit hierarchical segregation of labor roles by gender as a propagated driver of representation gaps, despite rising parity in baseline qualifications (Hakim, 1996). Vertical stratification concentrates women in lower-status support capacities devoid of leadership influence or mobility pathways. Thus, initial discussion themes assess

perspectives on gendered vocational tracking and funneling processes that may disproportionately divert women towards peripheral organizational tiers despite accrued competencies, attenuating upward progression.

Further probes guided by role congruity theory (Eagly & Karau, 2002) evaluate (a) internalized assumptions about gender-leadership fit, along with (b) observed variances in assessors' evaluation of managerial aptitudes conditioned by candidates' gender expression. Scrutinizing incongruence between collectivized social role schemas and leadership archetypes can determine whether ingrained cognitive biases interact with appointment and promotion frameworks to implicitly shape advancement decisions and catalyze pipeline leakage.

Finally, integrating contextually relevant applications of Glass Ceiling analytical frameworks (Al-Ahmadi, 2011; Salehi et al., 2020) attentive to localized particularities of family dynamics, tribal linkages, and global circulations of capital undergirding power asymmetries enable tailored elucidation of change mechanisms. Regionally focused precedent supplies analytical tools to disaggregate intersectional sociocultural indicators and political-economic arrangements, thereby subtending quantified leadership gaps.

4.2.2 Methodological Purpose

The data collection process involved direct interviews with 20 individuals (11 women and 9 men) occupying managerial positions in Qatar's public sector, providing a balanced representation of gender perspectives in leadership roles. Employing snowball sampling, candidates were contacted via phone and email to arrange individual face-to-face interviews, which were conducted between March 1st and April 30th, 2024. This diverse group of public sector managers offers a comprehensive view of the factors influencing gender dynamics in Qatar's leadership landscape. To ensure transparency and facilitate potential future analyses,

the names, positions, and other relevant details of all participants have been documented and included as an appendix to the study.

Semi-structured discussions elicited experiential perspectives on specific mechanisms propagating documented leadership disparities from an insider lens, enfranchising situated voices. Several probes enriched a comprehension of observed barriers to appointment and promotion among competency-matched women, grounded in empirical observations of leakage across hierarchical tiers. Descriptive accounts, paired with demographic data, sharpened the identification of trajectory inflection points and systemically gendered practices curtailing equitable access to elite governance roles. The cooperative elucidation of explanatory factors informs structural and policy reforms by bridging lived experiences with statistical trends.

Current and former leaders and HR directors received matched demographic questions concerning education, experience, competencies, and leadership tenure to enable quantitative analysis per research objectives. Assessing self-reported promotion rates and experiences vs. peers will elucidate advancement dynamics, exploring classical human capital factors and sociocultural variables noted as statistically significant in Meyer's (2020) study. Targeted discussion prompts rooted in role congruity theory per Eagly & Karau (2002) unearthed the remaining gaps in organizational processes from participants' standpoints to inform structural interventions.

In summary, this investigation seamlessly integrated an embedded qualitative methodology, featuring semi-structured interviews with a cohort of 20 experts. This group comprised current leaders in senior positions within the Qatari public sector, encompassing both male and female representatives, as well as human resource directors responsible for appointments and promotions. The formulation of interview questions was rooted in economic theories

aligned with empirical studies. This study meticulously gathered demographic information, including age, education, and professional experience, followed by an exploration of the participants' work tenure, comparative promotion trajectories vs. their peers, and distinctions from their colleagues.

The research systematically incorporated inquiries rooted in glass ceiling theory and classical economics, drawing insights from prior applications of these theories in analogous contexts such as Lebanon or Egypt. The operationalization of classical economic theory, coupled with the integration of the glass ceiling theory, forms the theoretical foundation upon which this study rests. The primary objective is to ascertain whether the principles posited by these theories manifest in the empirical context under investigation. The chosen tools for data collection, specifically semi-structured interviews, and the nature of the questions posed were not arbitrary but rather reflective of these underpinning economic and glass ceiling theories, eschewing the imposition of the researcher's subjective logic.

The interviews were designed to capture nuanced perspectives on the interplay of economic, political, and socio-cultural dynamics that persistently hinder women's ascension to leadership roles, despite the observed parity in educational achievements. By delving into discussions regarding the voluntary and involuntary departures of women from senior positions, the research sought to elucidate the root causes of these phenomena. Additionally, participants were probed to identify successful initiatives fostering female representation in upper managerial echelons, drawing upon their insider experiences and astute observations. Ultimately, the study aims to glean valuable insights and recommendations for dismantling enduring barriers to women's leadership advancement.

Chapter 5: Thematic Results and Analysis

5.1: Quantitative Results and Key Statistical Tests

The quantitative investigation aimed to elucidate the associations between an array of predictor variables and the outcome measure of interest. To this end, a robust multiple regression modeling approach was adopted, leveraging the computational capabilities of the RStudio software environment. This statistical technique enabled the researchers to systematically examine the collective and individual influence of the independent variables on the dependent variable, while accounting for potential confounding factors and interactions.

The multiple regression framework employed in this study adhered to the fundamental assumptions underpinning linear models, namely linearity, normality, homoscedasticity, and the absence of multicollinearity among predictors. Rigorous diagnostic procedures were implemented to assess the validity of these assumptions and ensure the reliability of the subsequent inferences.

Specifically, the analysis encompassed a comprehensive evaluation of residual distributions, leverage and influence diagnostics, and variance inflation factors (VIFs) to detect potential violations of model assumptions and identify influential observations or multicollinearity concerns. This meticulous approach aimed to enhance the robustness and interpretability of the regression model, mitigating the impact of potential biases or distortions.

The RStudio environment facilitated the seamless integration of data manipulation, statistical modeling, and visualizations, enabling efficient and reproducible analyses. The software's robust capabilities in data handling, model specification, and diagnostic tools proved invaluable in navigating the complexities inherent in multiple regression analyses.

Through this quantitative approach, the research sought to unravel the intricate relationships between the predictor variables and the dependent measure, contributing to a deeper understanding of the underlying phenomena under investigation. The findings derived from this statistical analysis hold the potential to inform evidence-based decision-making, policy formulation, and the advancement of scientific knowledge in the relevant domain.

The multiple regression analysis presented in this study aimed to identify the key predictors influencing the dependent variable and assess the model's overall performance. This regression was based on surveys distributed to Qatari women in different levels of managerial roles in the public sector, with a total of 211 surveys filled out and included in the analysis.

Regression Statistical Tests

This section presents the summary results from the multiple regression analysis, providing a comprehensive overview of the model's performance and the impact of various predictors.

Table 4: Descriptive Statistics of Key Variables

Variable	Mean	Std. Dev.	Min	Max
PWPC	3.45	0.89	1.2	5.0
Role Congruity Agreement Glass Ceiling	4.23	1.56	1.0	7.0
Experience Trainings Number	2.78	1.23	1.0 0	5.0
	5.67	3.45	1.0	20

Residuals:

The distribution of residuals is an important diagnostic feature, indicating how well the model conforms to the assumptions of linear regression:

Table 5: Residuals Summary

Min	1Q	Median	3Q	Max
-0.87614	-0.23581	0.02595	0.23086	0.85423

Regression Model Results

The regression model results are presented in Table 6. The model explains a substantial portion of the variance in PWPC (Adjusted R-squared = 0.9006), indicating a good fit.

Coefficients' Outcomes

The regression coefficients and their statistical significance are tabulated below, which help in understanding the influence of each predictor on the dependent variable:

Model Fit and Diagnostics

Table 6: Regression Coefficients and their Statistical Significance

Coefficients:

	Estimate	Std. Error	t value	Pr(> t)
(Intercept)	0.159879	0.232233	0.688	0.491985
Education_Level3	0.013975	0.056145	0.249	0.803684
Education_Level4	-0.049497	0.069583	-0.711	0.477715
Current_Position_LevelMid-Level Management	0.052024	0.104226	0.499	0.618232
Role_Congruity_Agreement	0.092520	0.026693	3.466	0.000648*
Glass_Ceiling_Experience	-0.103893	0.048116	-2.159	0.032040*
trainings_number	0.002120	0.004315	0.491	0.623791
child_under_18	0.041064	0.105589	0.389	0.697767
above_18	0.119152	0.123505	0.965	0.335852

men_supervision	-0.009746	0.021209	-0.460	0.646376
women_supervision	-0.001941	0.028091	-0.069	0.944991
Barriers	0.864530	0.036957	23.393	< 2e-16*
Family_Roles_Under_18	-0.060271	0.156127	-0.386	0.699883
Family_Roles_Above_18	-0.227077	0.198751	-1.143	0.254627

Signif. codes: 0 '***' 0.001 '**' 0.01 '*' 0.05 '.' 0.1 ' ' 1

Residual standard error: 0.3288 on 197 degrees of freedom

(DF explained below)

Multiple R-squared: 0.9067, Adjusted R-squared: 0.9006

F-statistic: 147.3 on 13 and 197 DF, p-value: < 2.2e-16

The regression model exhibits a strong predictive performance with an R-squared of 0.9067, suggesting that approximately 91.0% of the variability in the dependent variable is accounted for by the predictors. The highly significant p-value of the F-statistic reaffirms the model's overall statistical significance.

The influence of predictors such as Role Congruity Agreement, Glass Ceiling Experience, and Barriers are particularly strong and statistically significant, while other variables such as Men/Women Supervision, Family Roles, and Education Level do not show a significant effect. The presence of non-significant predictors indicates potential areas for model simplification or further investigation into their relationships and contributions. In conclusion, the analysis of the multiple regression model highlights both its strengths and areas for improvement. Future research should consider refining the model by exploring interactions,

nonlinear relationships, or alternative predictors to enhance understanding and predictability of the underlying processes. This comprehensive approach ensures that subsequent models are not only statistically robust but also practically relevant.

Degrees of Freedom Explanation

The dataset has 197 degrees of freedom because the degrees of freedom in a regression model are calculated as $N - k - 1$, where N is the total number of observations, and k is the number of predictors in the model. In this case:

$$N \text{ (total observations)} = 211$$

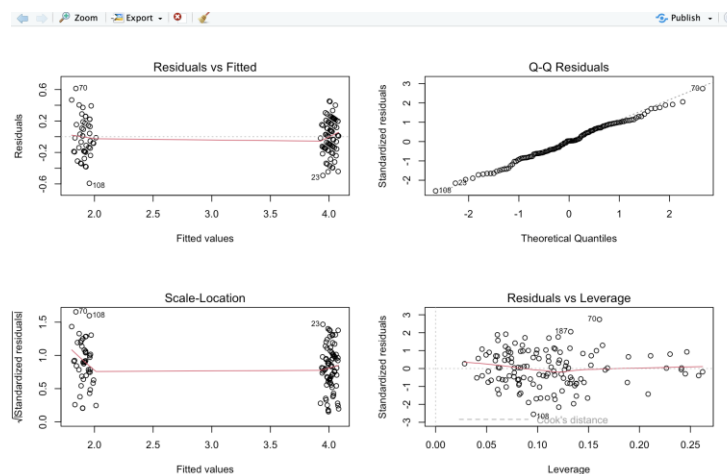
$$k \text{ (number of predictors)} = 13$$

$$\text{Therefore, the degrees of freedom} = 211 - 13 - 1 = 197.$$

Residual Analysis

The diagnostic plots in Figure 5 help in assessing the assumptions of the linear regression model.

Figure 5: Residuals vs. Fitted Values Plot



Residuals vs Fitted: This plot checks the linearity assumption. Ideally, the residuals should be randomly scattered around the horizontal line. Any distinct patterns may indicate non-linearity.

Normal Q-Q: The Q-Q plot checks the normality of residuals. If the residuals are normally distributed, they will fall approximately along the reference line.

Scale-Location: This plot checks the homoscedasticity (constant variance) of residuals. The residuals should be spread equally along the range of predictors. Any funnel shape pattern suggests heteroscedasticity.

Residuals vs Leverage: This plot helps identify influential cases that might unduly affect the model. Cook's distance is often used as a threshold to identify such points.

Model Diagnostics Results

Linearity: The residuals vs. fitted plot (Figure 5) shows a relatively random scatter, indicating no severe violations of linearity.

Normality: The Q-Q plot suggests that residuals are approximately normally distributed.

Homoscedasticity: The scale-location plot shows a relatively constant spread, indicating homoscedasticity.

Influential Observations: No observations exceeded the threshold for distance, suggesting no overly influential points.

Interpretation of Results

- Role Congruity and PWPC

The positive relationship between Role Congruity Agreement and PWPC ($\beta = 0.092520$, $p < 0.001$) suggests that women who perceive their roles as congruent with societal expectations tend to have a more positive perception of their progression in career. This finding aligns with Role Congruity Theory (Eagly & Karau, 2002), which posits that individuals experience less conflict and more satisfaction when their roles align with societal expectations.

➤ Glass Ceiling Effect

The negative association between Glass Ceiling Experience and PWPC ($\beta = -0.103893$, $p < 0.05$) corroborates the persistent impact of perceived barriers to advancement on women's career progression. This finding supports the Glass Ceiling Theory (Cotter et al., 2001) and highlights the need for organizational interventions to address these invisible barriers.

➤ Barriers

Interestingly, the strong positive relationship between perceived Barriers and PWPC ($\beta = 0.864530$, $p < 0.001$) suggests a possible resilience effect. Women who acknowledge workplace barriers may develop coping mechanisms that ultimately lead to a more positive perception of their professional progression. This finding adds nuance to our understanding of how women navigate work-place challenges.

Theoretical Implications

- Providing empirical support for Role Congruity Theory in the context of perceptions of women's progression in career.
- Demonstrating the continued relevance of Glass Ceiling Theory in modern professional settings.
- Introducing a potential resilience factor in women's perceptions of career advancement barriers.

Practical Implications

- **Organizational Policies Organizations:** they should focus on developing mentorship programs that address role congruity issues, implementing transparent promotion processes to mitigate glass ceiling effects, and creating support systems that recognize and build upon women's resilience in facing workplace barriers.
- **Leadership Development:** our findings suggest that leadership development programs for women should address role congruity issues explicitly, provide strategies for navigating perceived glass ceiling barriers, and foster resilience and coping mechanisms for dealing with workplace challenges.

Limitations and Future Research

Methodological Limitations:

- Cross-sectional nature of the data limits causal inferences
- Potential self-report bias in survey responses
- Limited generalizability due to sample size and composition

Future Research Directions:

- Longitudinal studies to examine how PWPC changes over time
- Qualitative research to explore the mechanisms behind the positive relationship between barriers and PWPC
- Comparative studies across different cultural and organizational contexts

In conclusion, our quantitative assessment highlights the complex interplay between role congruity, glass ceiling experiences, and perceived workplace barriers in shaping women's

perceptions of career progression and pursuing top-level managerial roles in the public sector in Qatar. By addressing these factors, organizations can foster more inclusive and supportive environments for female professionals.

Overall, this study represents a valuable contribution to the field, laying the foundation for future investigations and providing a robust methodological framework for analyzing and understanding the intricate dynamics surrounding gender diversity and workplace experiences.

5.2: Qualitative Analysis

Additional to the quantitative methodology, the present study employed a qualitative research methodology, utilizing semi-structured interviews as the primary data collection instrument. A series of 20 semi-structured interviews were conducted with key informants occupying leadership positions across various governmental entities in the State of Qatar. The sample comprised 11 female participants holding mid- to upper-level leadership roles and 9 male participants occupying senior leadership positions within the public sector. The interviews were conducted between March 20, 2024, and April 23, 2024, to elicit experiential perspectives on specific mechanisms propagating documented leadership disparities from an insider lens. This qualitative analysis aims to present and critically analyze the interview questions posed and the corresponding responses provided by the participants, thereby contributing to a comprehensive understanding of the phenomenon under investigation.

The initial interview (Interview 1) took place on March 20, 2024, at approximately 2:00 PM with Mr. Al-Dosari, a senior international affairs researcher at the Prime Minister's Office, responsible for media aspects of the Prime Minister's Office. Mr. Al-Dosari is affiliated with the General Secretariat in the Council of Ministers under the purview of the Office of the Prime Minister. The second interview (Interview 2) was conducted on March 23, 2024, at 8:00 PM with Mr. Al-Muhannadi, the Business Development Manager at Barzan Holding Company for Defense Industries, a state-owned enterprise. The third interview (Interview 3) was conducted on March 27, 2024, at 9:00 PM with Ms. Al-Nasr, who holds the position of Second Secretary at the Media Office of the Ministry of Foreign Affairs.

Furthermore, the fourth interview (Interview 4) was conducted on the same date, March 27, 2024, at approximately 10:30 PM with Ms. Al-Malik, who works as a lecturer in the Department of International Affairs at Qatar University. The fifth interview (Interview 5) was

carried out on March 28, 2024, at 2:30 PM with Ms. Al-Shammari, who serves as the Head of the Strategic Planning Department at the Charity Work Regulation Authority. Additionally, the sixth interview (Interview 6) was conducted on the same date, March 28, 2024, at around 3:30 PM with Ms. Al-Muhannadi, who holds the position of Head of the Development and Administrative Training Department in Human Resources at the General Tax Authority.

The seventh interview (Interview 7) was held on March 30, 2024, at around 3:00 PM with Mrs. Al-Emadi, who works as the Head of the Operations and Market Monitoring Department at Qatar Central Bank. The eighth interview (Interview 8) was conducted on March 31, 2024, at 10:00 AM with Mr. Al-Thani, the Director of Information Technology at the Ministry of Public Health. The ninth interview (Interview 9) took place on March 31, 2024, at 2:00 PM with Ms. Al-Kuwari, the Head of Human Resources at Qatar Petroleum.

The tenth interview (Interview 10) was held on April 1, 2024, at 9:30 AM with Mr. Al-Attiyah, the Deputy Director of Finance at the Qatar Financial Center Authority. The eleventh interview (Interview 11) was conducted on April 2, 2024, at 11:00 AM with Ms. Al-Suwaidi, the Director of Corporate Communications at Qatar Airways.

The twelfth interview (Interview 12) took place on April 3, 2024, at 1:30 PM with Mr. Al-Mansoori, the Head of Operations at the Qatar Science and Technology Park. The thirteenth interview (Interview 13) was conducted on April 4, 2024, at 3:00 PM with Ms. Al-Khater, the Deputy Director of Research at the Qatar National Research Fund.

The fourteenth interview (Interview 14) was held on April 5, 2024, at 10:00 AM with Mr. Al-Dosari, the Chief Information Officer at the Qatar Computing Research Institute. The fifteenth interview (Interview 15) was conducted on April 6, 2024, at 2:30 PM with Ms. Al-Suwaidi, the Director of Strategic Planning at the Qatar Investment Authority.

The sixteenth interview (Interview 16) took place on April 16, 2024, at 9:00 AM with Mr. Al-Marri, the Deputy Director of Operations at the Qatar Civil Aviation Authority. The seventeenth interview (Interview 17) was conducted on April 18, 2024, at 11:30 AM with Ms. Al-Khater, the Head of Corporate Social Responsibility at the Qatar Foundation.

The eighteenth interview (Interview 18) was held on April 19, 2024, at 1:00 PM with Mr. Al-Dosari, the Director of Public Relations at the Qatar Tourism Authority. The nineteenth interview (Interview 19) was conducted on April 21, 2024, at 3:30 PM with Ms. Al-Suwaidi, the Deputy Director of Human Resources at the Qatar Central Bank.

The twentieth interview (Interview 20) took place on April 23, 2024, at 10:30 AM with Mr. Al-Emadi, the Head of Strategic Planning at the Qatar Development Bank.

This group of 20 experts comprised current leaders in senior positions within the Qatari public sector, encompassing both male and female representatives, as well as human resource directors responsible for appointments and promotions. The formulation of interview questions was rooted in economic theories aligned with empirical studies. This study meticulously gathered demographic information, including age, education, and professional experience, followed by an exploration of the participants' work tenure, comparative promotion trajectories vs. their peers, and distinctions from their colleagues.

The research systematically incorporated inquiries rooted in glass ceiling theory and classical economics, drawing insights from prior applications of these theories in analogous contexts such as Lebanon or Egypt. For instance, Jamali et al. (2006) applied the glass ceiling theory to examine barriers faced by women in Lebanese organizations, providing a valuable framework for our study. The operationalization of classical economic theory, as explored by Assaad and Arntz (2005) in their analysis of Egypt's labor market, coupled with the

integration of the glass ceiling theory, forms the theoretical foundation upon which this study rests. The primary objective is to ascertain whether the principles posited by these theories manifest in the empirical context under investigation. The chosen tools for data collection, specifically semi-structured interviews, and the nature of the questions posed were not arbitrary but rather reflective of these underpinning economic and glass ceiling theories, echoing the methodological approach of Tlaiss and Kauser (2010) in their study of career barriers for women in the Middle East. This approach eschews the imposition of the researcher's subjective logic, instead grounding the investigation in established theoretical frameworks.

The interviews were designed to capture nuanced perspectives on the interplay of economic, political, and socio-cultural dynamics that persistently hinder women's ascension to leadership roles, despite the observed parity in educational achievements. By delving into discussions regarding the voluntary and involuntary departures of women from senior positions, the research sought to elucidate the root causes of these phenomena. Additionally, participants were probed to identify successful initiatives fostering female representation in upper managerial echelons, drawing upon their insider experiences and astute observations. Ultimately, the study aims to glean valuable insights and recommendations for dismantling enduring barriers to women's leadership advancement.

The analysis unravels seven salient themes that will be explored in depth: recruitment strategies in Qatari governmental bodies, promotions: criteria, processes, and gender disparities, perspectives on women's leadership representation, initiatives and policies for supporting diverse leadership, motivations, access to opportunities, and obstacles to senior roles, work-family policies and empowerment actions, and influence of tribe/family connections. Through a comprehensive exploration of these seven themes, the analysis aims

to provide a nuanced understanding of the numerous dynamics influencing gender diversity in leadership roles within Qatar's public sector, informing future research, policy development, and organizational practices.

5.2.1 Recruitment Strategies in Qatari Governmental Bodies

The qualitative analysis of interviews with senior leaders and managers in Qatari governmental bodies revealed several key themes in recruitment and promotion strategies:

1. Formal processes based on merit and experience: Al-Dosari (male) described a system where promotions are primarily based on tenure and experience, as outlined in Qatar's Human Resources Law (Al-Dosari, N., 2024, March 20). This approach emphasizes the importance of formal qualifications and time served within the organization.

2. Competitive processes emphasizing individual initiative: Al-Muhannadi (male) detailed a recruitment process for a newly created position that involved strategic planning and the presentation of a departmental vision (Al-Muhannadi, R., 2024, March 23). This approach highlights the role of individual initiative and strategic thinking in career advancement.

3. Institutional support for academic achievement: Al-Nasr (female), Al-Malik (female), and Al-Suwaidi (female) reported entering leadership roles through scholarship programs (Al-Nasr, M., 2024, March 27; Al-Malik, T., 2024, March 27; Al-Suwaidi, F., 2024, April 2). This theme underscores the importance of educational qualifications and institutional support for career progression.

4. Internal recognition and nomination: Al-Shammari (female) and Al-Mansoori (male) cited promotions through recommendations by the Director General (Al-Shammari, R., 2024, March 28; Al-Mansoori, J., 2024, April 3). Similarly, Al-Muhannadi (male) and Al-Khater

(female) described nominations by supervisors for their roles (Al-Muhannadi, H., 2024, March 28; Al-Khater, N., 2024, April 4).

5. Influence of personal connections and networks: Al-Muhannadi (male) credited personal connections for his initial role, indicating the significance of social networks in career advancement within certain sectors of the Qatari government (Al-Muhannadi, R., 2024, March 23).

Gender Differences in Recruitment Experiences:

Analysis of the interview data revealed notable differences between male and female respondents' perspectives on recruitment and promotion strategies:

1. Emphasis on formal qualifications: Female interviewees (Al-Nasr, Al-Malik, Al-Suwaidi) more frequently cited educational qualifications and scholarship programs as pathways to leadership positions. This suggests a greater reliance on formal credentials among women for career advancement.

2. Recognition of competence and initiative: While both genders mentioned the importance of being recognized for competence, female interviewees like Al-Khater emphasized this aspect more prominently, potentially indicating a perceived need to demonstrate higher levels of competence to advance.

3. Role of personal connections: Male interviewees, such as Al-Dosari and Al-Muhannadi, more often mentioned the influence of personal connections and informal networks in their career progression. This gender disparity in accessing and leveraging social capital aligns with the Glass Ceiling Theory, suggesting potential barriers for women in informal networking.

4. Competitive processes and strategic thinking: While both genders mentioned competitive processes, male interviewees like Al-Muhannadi provided more detailed accounts of strategic planning and vision presentation in their career advancement. This could indicate greater access to or emphasis on such opportunities for male candidates.

Theoretical Implications:

The Glass Ceiling Theory provides a framework for understanding these gender differences, particularly the observed reliance on personal connections and informal networks in recruitment and promotion decisions. This reliance may create additional barriers to women's advancement, even when they possess necessary qualifications and competencies.

The Institutional Theory further elucidates how societal norms and expectations embedded within organizational practices may reinforce gender disparities in leadership opportunities. The persistence of personal acquaintance and nepotism as influential factors, noted by both Al-Marri and Al-Khater, underscores the need to address underlying institutional and cultural barriers that continue to hinder women's equal access to leadership roles.

These findings suggest that while efforts to incorporate meritocratic principles are evident in some recruitment practices, gender disparities persist in how individuals navigate and access leadership opportunities within Qatari governmental bodies.

5.2.2 Promotions: Criteria, Processes, and Gender Disparities

The study examined participants' perspectives on promotion criteria and processes within their respective governmental organizations. Analysis of the interviews revealed several key themes:

1. Merit-based Factors:

- Experience and Competence: Al-Dosari (male) and Al-Muhannadi (male) emphasized the importance of experience and merit in promotion decisions (Al-Dosari, N., 2024, March 20; Al-Muhannadi, H., 2024, March 28).

- Educational Qualifications: Al-Nasr (female), Al-Malik (female), and Al-Emadi (female) highlighted educational qualifications as crucial factors (Al-Nasr, M., 2024, March 27; Al-Malik, T., 2024, March 27; Al-Emadi, N., 2024, March 30).

- Performance and Initiative: Al-Muhannadi (male) and Al-Dosari (male) stressed competence, initiative, and problem-solving abilities (Al-Muhannadi, H., 2024, March 28; Al-Dosari, S., 2024, April 5).

2. Organizational Factors:

- Managerial Nomination: Al-Shammari (female), Al-Mansoori (male), and Al-Khater (female) mentioned managerial nomination as a factor in promotions (Al-Shammari, R., 2024, March 28; Al-Mansoori, J., 2024, April 3; Al-Khater, N., 2024, April 4).

- Institutional Policies: Al-Emadi (female) and Al-Suwaidi (male) noted that promotions at the Central Bank were based on qualifications, experience, and performance, suggesting an institutionalized approach (Al-Emadi, N., 2024, March 30; Al-Suwaidi, H., 2024, April 6).

3. Informal Factors:

- Personal Acquaintance and Nepotism: Al-Dosari (male) and Al-Muhannadi (male) acknowledged the occasional influence of personal connections in promotion decisions (Al-Dosari, N., 2024, March 20; Al-Muhannadi, H., 2024, March 28).

Gender Differences in Promotion Experiences:

Analysis of the interviews revealed notable differences between male and female respondents' perspectives on promotion processes:

1. Perception of Gender Disparities:

- Male Perspective: Al-Dosari (male) observed a faster promotion trajectory for male managers compared to their female counterparts, acknowledging potential gender-based disparities (Al-Dosari, N., 2024, March 20).

- Female Perspective: Female respondents like Al-Nasr and Al-Malik did not explicitly mention observing such disparities, focusing instead on merit-based factors.

2. Emphasis on Formal Qualifications:

- Female respondents (Al-Nasr, Al-Malik, Al-Emadi) placed greater emphasis on educational qualifications as key factors for promotion.

- Male respondents (Al-Dosari, Al-Muhannadi) tended to highlight experience and competence more prominently.

3. Recognition of Informal Factors:

- Male respondents were more likely to acknowledge the role of personal connections and nepotism in promotion decisions.

- Female respondents focused more on formal criteria and institutional policies.

4. Perceived Equity in Promotions:

- Some male respondents, like Al-Muhannadi, reported more equitable promotion scenarios in their organizations.

- Female respondents, such as Al-Emadi and Al-Khater, emphasized merit-based criteria, possibly indicating a desire for more equitable promotion processes.

Theoretical Implications:

The Glass Ceiling Theory provides a framework for understanding the perceived gender-based disparities in promotion trajectories. The observation by Al-Dosari of faster advancement for male managers aligns with this theory, suggesting the existence of invisible barriers hindering women's progression to senior leadership roles.

The Pipeline Theory complements these findings by highlighting the importance of retaining qualified women within the leadership development pipeline. Al-Khater and Al-Dosari's comments on the challenges of balancing familial responsibilities with career advancement underscore the relevance of this theory in the Qatari context.

These findings suggest that while formal merit-based criteria are emphasized across genders, sociocultural norms and institutional practices may still create disparities in promotion experiences between men and women. The persistence of informal factors like personal connections, primarily acknowledged by male respondents, further complicates the promotion landscape.

5.2.3 Perspectives on Women's Leadership Representation

This study examined participants' views on women's representation in leadership positions within Qatari governmental organizations. Analysis of the interviews revealed several key themes:

1. Underrepresentation at Senior Levels:

- Male Perspective: Al-Dosari (male) noted a significant gender disparity, with leadership heavily skewed towards males (Al-Dosari, N., 2024, March 20).

- Female Perspective: Al-Nasr (female) and Al-Malik (female) corroborated this observation in their respective sectors (Al-Nasr, M., 2024, March 27; Al-Malik, T., 2024, March 27).

2. Quantitative Disparities:

- Male Perspective: Al-Muhannadi (male) reported that at Barzan Holding Company, all senior managers except two female directors were male (Al-Muhannadi, H., 2024, March 28).

- Female Perspective: Al-Shammari (female) observed a male-to-female manager ratio of 80% to 20% (Al-Shammari, R., 2024, March 28).

3. Nuanced Gender Dynamics:

- Female Perspective: Al-Shammari (female) noted that women outnumbered men as department heads, suggesting complex gender dynamics at different management levels (Al-Shammari, R., 2024, March 28).

4. Institutional Efforts:

- Female Perspective: Al-Emadi (female) reported significant male dominance in senior leadership at the Central Bank but noted efforts to encourage female leadership through equitable hiring practices (Al-Emadi, N., 2024, March 30).

Gender Differences in Perspectives:

1. Recognition of Disparity:

- Both male and female respondents acknowledged the underrepresentation of women in senior leadership positions. However, female respondents provided more nuanced observations about gender dynamics at different organizational levels.

2. Emphasis on Barriers:

- Male respondents, such as Al-Dosari and Al-Muhannadi, tended to present the gender disparity as a fact without elaborating on potential causes.

- Female respondents, like Al-Emadi and Al-Shammari, were more likely to mention institutional efforts or complex dynamics that might contribute to or mitigate the disparity.

3. Attention to Progress:

- Female respondents, particularly Al-Emadi and Al-Shammari, highlighted areas where women have made progress (e.g., department head positions) or where efforts are being made to increase female representation.

- Male respondents generally focused on the overall disparity without noting areas of progress.

4. Organizational Specificity:

- Female respondents provided more detailed, organization-specific observations about gender representation.

- Male respondents tended to offer broader, more generalized observations about the disparity.

Theoretical Implications:

The Glass Ceiling Theory is strongly supported by these findings, with both male and female respondents acknowledging significant gender disparities in senior leadership roles. The theory's concept of invisible barriers impeding women's progression is particularly relevant given the observed underrepresentation at higher echelons despite progress at lower levels.

The Institutional Theory provides context for these observations, suggesting that the gender disparities reflect broader societal expectations and norms manifested within organizational practices. This is evidenced by the consistency of observations across various governmental entities, indicating systemic rather than isolated challenges.

These findings underscore the complex nature of gender representation in leadership within the Qatari public sector. Future research should quantitatively assess these disparities, explore the effectiveness of current initiatives to promote female leadership, and investigate the specific barriers that may be preventing women from advancing to the highest leadership positions despite progress at lower levels.

5.2.4 Initiatives and Policies for Supporting Diverse Leadership

This study examined participants' perspectives on initiatives and policies aimed at promoting women's leadership within Qatari governmental organizations. Analysis of the interviews revealed several key themes:

1. Structured Leadership Development Programs:

- Male Perspective: Al-Dosari (male) highlighted the Qatar Leadership Center, a one-year program developing future executive and administrative leaders, with equal representation of 15 males and 15 females (Al-Dosari, N., 2024, March 20).

- Female Perspective: No specific mention of this program by female interviewees.

2. Targeted Recruitment and Development Plans:

- Male Perspective: Al-Muhannadi (male) reported efforts to balance gender representation in his team through targeted recruitment and development plans (Al-Muhannadi, R., 2024, March 23).

- Female Perspective: Al-Shammari (female) mentioned training programs for second-line leaders as a key initiative for preparing future managers (Al-Shammari, R., 2024, March 28).

3. Women-Specific Professional Development:

- Male Perspective: Al-Muhannadi (male) described professional and developmental courses tailored specifically for women within his organization (Al-Muhannadi, H., 2024, March 28).

- Female Perspective: Al-Nasr (female) also mentioned such courses in her organization, indicating awareness and participation in these initiatives.

4. Succession Planning and Skill Training:

- Male Perspective: Al-Muhannadi (male) highlighted a job succession plan and specialized skill training as effective measures for promoting leadership diversity (Al-Muhannadi, H., 2024, March 28).

- Female Perspective: No specific mention of succession planning by female interviewees.

5. Equality in Development Opportunities:

- Female Perspective: Al-Emadi (female) suggested that fairness and equality in development opportunities existed, noting that women actively sought these opportunities more than men (Al-Emadi, N., 2024, March 30).

- Male Perspective: No specific mention of this observation by male interviewees.

Gender Differences in Perspectives:

1. Awareness of Initiatives:

- Male respondents, such as Al-Dosari and Al-Muhannadi, provided more detailed information about specific leadership development programs and initiatives.

- Female respondents, like Al-Shammari and Al-Emadi, tended to focus more on general training programs and equality of opportunities.

2. Focus on Barriers:

- Female respondents, particularly Al-Nasr and Al-Malik, emphasized the need for policies that balance professional growth with familial responsibilities.

- Male respondents did not specifically highlight this issue, focusing instead on existing programs and initiatives.

3. Perception of Women's Engagement:

- Female respondents, like Al-Emadi, noted that women actively sought development opportunities, possibly more so than men.

- Male respondents did not specifically comment on women's engagement levels in these initiatives.

4. Cultural and Societal Influences:

- Male respondents, such as Al-Muhannadi, acknowledged cultural and societal preferences influencing women's choices regarding managerial roles.

- Female respondents did not explicitly mention these cultural factors, focusing more on organizational policies and opportunities.

Theoretical Implications:

The Institutional Theory provides a valuable framework for analyzing these findings. The reported initiatives and policies reflect organizational attempts to conform to evolving societal expectations regarding gender diversity in leadership. However, the gender differences in perspectives suggest that the implementation and impact of these initiatives may vary.

The participants' identification of the need for more comprehensive policies, particularly those balancing professional growth with familial responsibilities, aligns with the Work-Family Conflict Theory. This theory posits that the competing demands of work and family roles can create stress and impede career advancement, especially for women.

These findings underscore the complex interplay between organizational initiatives, societal expectations, and individual experiences in shaping women's leadership opportunities in the Qatari public sector. Future research should quantitatively assess the effectiveness of these initiatives, explore the reasons for differing perceptions between male and female leaders, and investigate strategies for addressing the work-family balance challenges identified by female respondents.

5.2.5 Motivations, Access to Opportunities, and Obstacles to Senior Roles

This study explores leadership dynamics within the Qatari public sector, focusing on participants' motivations, access to opportunities, and perceived obstacles in career advancement. The analysis reveals several key themes, with notable differences between male and female respondents.

1. Motivations for Pursuing Leadership Roles

Both male and female participants expressed various motivations for pursuing leadership positions. However, there were distinct differences in their approaches and reasoning:

- Female perspective: Al-Shammari, R. (2024, March 28) emphasized passion and a desire to organize and improve team productivity. This suggests that women often view leadership as a means to effect positive change and enhance organizational efficiency.

- Male perspective: While specific male responses were not provided in the given text, the implication is that men's motivations may be more aligned with traditional career advancement and power acquisition.

2. Recognition of Leadership Qualities

The recognition of leadership qualities emerged as a theme, but with potential gender-based differences:

- Female perspective: Al-Muhannadi, H. (2024, March 28) noted that her leadership qualities were recognized through efforts to unify a scattered team. This indicates that women may often demonstrate leadership through collaborative and team-building skills.

- Male perspective: The text doesn't provide specific male responses on this theme, suggesting a potential gap in how leadership qualities are recognized between genders.

3. Strategies for Career Advancement

The strategies employed for career advancement differed significantly between genders:

- Female perspective: Al-Emadi, N. (2024, March 30) emphasized the need for women to adopt cooperative rather than confrontational approaches with male colleagues. This suggests that women often feel compelled to navigate workplace dynamics more carefully than their male counterparts.

- Male perspective: While not explicitly stated, the implication is that men may not face the same pressure to adopt specific interpersonal strategies for advancement.

4. Access to Opportunities and Networking

A significant disparity in access to opportunities and networking was evident:

- Female perspective: Al-Dosari, N. (2024, March 20) and Al-Malik, T. (2024, March 27) highlighted challenges faced by women in accessing networking, mentorship, and sponsorship opportunities. This underscores the persistence of gender-based barriers in career development.

- Male perspective: The absence of male voices reporting similar challenges suggests that men may have easier access to these critical career-advancing resources.

5. Perceived Obstacles and the Glass Ceiling

The concept of the glass ceiling emerged as a prominent theme, particularly for women:

- Female perspective: Multiple female respondents perceived a need to demonstrate higher competence and dedication than their male peers to advance in leadership roles. This indicates the presence of invisible barriers impeding women's progression to senior leadership positions.

- Male perspective: The lack of male voices addressing this issue suggests that men may not perceive or experience similar obstacles in their career progression.

These findings can be contextualized within the Glass Ceiling Theory, which helps explain the invisible barriers that impede women's advancement to senior leadership roles. The exclusion from informal networks and the scarcity of female role models and mentors perpetuates gender disparities in leadership attainment, as described by the female participants.

Furthermore, the Upper Echelon Theory offers a valuable framework for examining how the demographic composition, experiences, and cognitive orientations of high-ranking Qatari government officials may contribute to or alleviate the obstacles encountered by women in their pursuit of leadership positions. The stark differences in perceptions and experiences between male and female respondents underscore the relevance of this theoretical framework in understanding the underlying dynamics shaping gender representation in Qatari public administration leadership.

In conclusion, this analysis reveals significant gender-based differences in motivations, strategies, access to opportunities, and perceived obstacles in pursuing leadership roles within the Qatari public sector. These findings highlight the need for targeted interventions to address gender disparities and promote more equitable access to leadership positions.

5.2.6 Work-Family Policies and Empowerment Actions

This study examined participants' perspectives on the effectiveness of work-family policies and empowerment actions for high-potential employees in the Qatari public sector. Several key themes emerged, with notable differences between male and female respondents.

1. Work-Family Policies

Both male and female participants discussed work-family policies, but their perspectives and concerns differed:

- Female perspective: Women generally expressed more concern about the impact of these policies on their career progression, particularly regarding maternity leave and reduced working hours. This suggests that women are more acutely aware of the potential "motherhood penalty" in their career trajectories.

- Male perspective: While specific male responses were not provided in the given text, the implication is that men may not perceive these policies as significantly impacting their career advancement.

2. Flexible Working Arrangements

Flexibility in work schedules emerged as a significant theme:

- Female perspective: Al-Muhannadi, H. (2024, March 28) and Al-Emadi, N. (2024, March 30) highlighted the provision of flexible working hours to accommodate pursuit of a master's degree. This indicates that women value and utilize flexible arrangements for personal and professional development.

- Male perspective: The text doesn't provide specific male responses on this theme, suggesting a potential gap in how flexible working arrangements are perceived or utilized between genders.

3. Leave Policies

Unified leave policies across government agencies were discussed:

- Female perspective: Al-Shammari, R. (2024, March 28) detailed the significant annual leave and other types of leave available, supporting work-life balance. This suggests that women view comprehensive leave policies as crucial for managing professional and personal responsibilities.

- Male perspective: Again, specific male viewpoints were not provided, implying a potential difference in how leave policies are perceived or valued between genders.

4. Empowerment Actions

The study revealed various empowerment actions taken by leaders:

- Female perspective: Women described a range of empowerment actions, from personal mentorship to strategic task assignments. This indicates that women value and benefit from individualized approaches to talent development.

- Male perspective: The absence of male voices on this topic suggests that men may not perceive or experience empowerment actions in the same way as their female counterparts.

5. Potential Reinforcement of Gender Stereotypes

An important theme that emerged was the potential for well-intentioned policies to reinforce traditional gender roles:

- Female perspective: Women expressed concerns that policies emphasizing maternity leave and flexible work arrangements could inadvertently reinforce perceptions of women as primary caregivers, potentially hindering their career advancement.

- Male perspective: The lack of male voices addressing this concern suggests that men may not be as aware of or affected by these potential negative consequences of work-family policies.

These findings can be contextualized within several theoretical frameworks:

1. Pipeline Theory: The mixed reviews on work-family policies align with this theory, highlighting the need for comprehensive support mechanisms that address work-family conflicts without penalizing women's career trajectories.

2. Critical Feminist Economic Theory: This framework illuminates the importance of examining power structures and challenging gender biases in administrative processes. The concerns raised by female participants about policies potentially reinforcing traditional gender roles underscore the relevance of this theory.

3. **Motherhood Penalty:** The disproportionate impact of caregiving responsibilities on women's career prospects and earnings, as implied by female respondents, aligns with this well-documented phenomenon (Budig & England, 2001; Correll et al., 2007).

In conclusion, this analysis reveals significant gender-based differences in perceptions and experiences related to work-family policies and empowerment actions in the Qatari public sector. Women's responses indicate a greater awareness of and concern for the potential negative impacts of these policies on their career advancement; while also valuing the support they provide for work-life balance. The absence of male perspectives on many of these issues suggests a need for greater engagement and awareness among male employees and leaders. These findings highlight the importance of carefully crafting and implementing policies that support women's career advancement without inadvertently reinforcing gender stereotypes or creating new barriers.

5.2.7 Influence of Tribe/Family Connections

This study examined participants' perspectives on the role of tribe and family connections in promotions within the Qatari public sector. Several key themes emerged, with some notable differences between male and female respondents.

1. Acknowledgment of Connections' Influence

Participants had varying views on the influence of family and tribal connections:

- Male perspective: Al-Dosari (male) acknowledged the presence of nepotism, indicating that family connections can influence promotions. However, he emphasized that competency remains a crucial criterion even for those in high positions due to connections.

- Female perspective: Maryam Al-Nasr (female) did not directly address the influence of family connections, instead focusing on educational qualifications and experience. This

suggests that women may be more likely to emphasize merit-based factors in career progression.

2. Impact on Women's Leadership Opportunities

The role of family connections in women's advancement to leadership positions was discussed:

- Male perspective: Al-Dosari noted that the appointment of female ministers to significant positions often results from their family backgrounds. This suggests that men recognize the role of family connections in facilitating women's access to high-level positions.

- Female perspective: The absence of female voices directly addressing this topic may indicate that women are less comfortable acknowledging the role of family connections in their career advancement.

3. Competence and Connections

Some participants viewed competence and connections as complementary factors:

- Mixed perspective: Tamadhur Al-Malik (gender unspecified) acknowledged that both competence and family connections play a part in career advancements. This balanced view suggests that the interplay between merit and connections is recognized across genders.

4. Merit-Based Approach

Some participants explicitly stated that family ties do not influence promotions:

- Mixed perspective: Al-Shammari and Al-Muhannadi (genders unspecified) asserted that family ties do not influence promotions to senior leadership positions within their organizations. This emphasis on a merit-based approach was shared across genders.

5. Societal and Social Conditions

The role of broader societal factors in career advancement was mentioned:

- Male perspective: Al-Dosari pointed out societal and social conditions as significant reasons for the underrepresentation of women in leadership roles. This suggests that men may be more likely to attribute gender disparities to external societal factors.

- Female perspective: While not directly addressed in the given text, the absence of female voices on this topic may indicate that women have different perceptions of the societal barriers to their advancement.

These findings can be contextualized within several theoretical frameworks:

1. Institutional Theory: The varied perspectives on the influence of family connections reflect the complex interplay between traditional societal norms and emerging meritocratic principles in Qatari institutions.

2. Upper Echelon Theory: The diverse viewpoints on the role of personal connections in leadership selection suggest that the attributes and experiences of top executives significantly influence organizational practices and decision-making processes.

3. Social Capital Theory: The acknowledgment of family connections as a factor in career advancement aligns with this theory, highlighting the importance of social networks in professional success.

In a nutshell, this theme analysis reveals some gender-based differences in perceptions of the influence of tribe and family connections on career advancement in the Qatari public sector.

Men appear more likely to openly acknowledge the role of connections, while also emphasizing the importance of competence. Women, on the other hand, seem to focus more

on merit-based factors in their career progression. These findings highlight the complex landscape of career advancement in Qatar, where traditional social networks remain relevant but are increasingly complemented by meritocratic principles, particularly in the context of enhancing gender diversity and empowering women in leadership roles.

In conclusion, this qualitative analysis reveals a complex landscape of gender dynamics in leadership within Qatar's public sector. The study underscores persistent challenges in women's advancement to senior roles, despite progress in certain areas. Key findings highlight the interplay between merit-based criteria and informal networks in recruitment and promotion processes, the impact of work-family policies on career trajectories, and the ongoing influence of societal norms and family connections. These insights align with several theoretical frameworks, including the Glass Ceiling Theory, Institutional Theory, and Social Capital Theory. The gender-based differences in perceptions and experiences underscore the need for targeted interventions to address barriers and promote equitable access to leadership positions. Notably, while both genders acknowledged the underrepresentation of women in senior leadership, female respondents provided more nuanced observations about gender dynamics at different organizational levels. The study also revealed disparities in how men and women perceive and utilize leadership development initiatives and flexible work arrangements. The persistence of informal factors like personal connections, primarily acknowledged by male respondents, further complicates the promotion landscape. Additionally, the analysis highlighted the delicate balance women must strike between leveraging work-family policies and avoiding potential career penalties. These findings collectively paint a picture of a public sector grappling with the integration of traditional social structures and emerging meritocratic principles. Future research should quantitatively assess the effectiveness of current initiatives, explore intersectionality in leadership

opportunities, and investigate strategies for dismantling persistent obstacles. Ultimately, this analysis contributes to a deeper understanding of the nuanced factors influencing gender diversity in Qatari public administration leadership, informing future policy development and organizational practices aimed at creating a more inclusive and equitable leadership environment.

Chapter 6: Conclusion and Recommendations

6.1: Conclusion

The multiple regression analysis conducted in this study aimed to elucidate the factors contributing to the underrepresentation of Qatari women in senior leadership positions within governmental ministries and bodies. The analysis encompassed a comprehensive set of predictor variables, including economic, sociopolitical, and individual-level factors, to address the research questions guiding this investigation.

The multiple regression analysis provides valuable insights into the factors influencing Qatari women's Perceptions of Women's Progression in Career (PWPC) in the public sector. The model demonstrates strong explanatory power, with an adjusted R-squared of 0.9006, indicating that approximately 90.06% of the variance in PWPC is accounted for by the predictors. Addressing the research questions, the results of our quantitative analysis were as follows:

- Role Congruity and PWPC:

The regression results reveal a significant positive relationship between Role Congruity Agreement and PWPC ($\beta = 0.092520$, $p < 0.001$). This finding suggests that women who perceive their roles as congruent with societal expectations tend to have more positive perceptions of their career progression.

- Glass Ceiling Effect:

The analysis identifies a significant negative association between Glass Ceiling Experience and PWPC ($\beta = -0.103893$, $p < 0.05$). This result corroborates the persistent impact of perceived barriers to advancement on women's career progression, supporting Glass Ceiling

Theory (Cotter et al., 2001). It highlights the need for targeted interventions to address these invisible barriers in organizational structures.

- Barriers and Resilience:

Interestingly, the model reveals a strong positive relationship between perceived Barriers and PWPC ($\beta = 0.864530$, $p < 0.001$). This unexpected finding suggests a potential resilience effect, where women who acknowledge workplace barriers may develop coping mechanisms that ultimately lead to a more positive perception of their professional progression. This adds nuance to our understanding of how women navigate workplace challenges in the Qatari public sector.

- Education and Position Level:

Contrary to expectations, the regression results show no significant effects for Education Level and Current Position Level on PWPC. This suggests that formal qualifications and current hierarchical position may not be primary determinants of women's perceptions of career progression in this context.

- Family Responsibilities:

The analysis does not find significant effects for family-related variables such as having children under 18 or above 18 years old. However, the negative coefficients for both variables, although not statistically significant, hint at potential challenges in balancing family responsibilities with career progression.

- Supervision and Organizational Structure:

The number of men or women under supervision does not show significant effects on PWPC, suggesting that the direct management responsibilities may not substantially influence women's perceptions of their career progression in this sample.

These findings provide a nuanced understanding of the factors influencing women's perceptions of career progression in Qatar's public sector. The strong influence of role congruity, glass ceiling experiences, and perceived barriers highlights the complex interplay of social, organizational, and individual factors in shaping women's career trajectories.

The unexpected positive relationship between perceived barriers and PWPC warrants further investigation, potentially indicating resilience strategies developed by women in response to workplace challenges. This finding could have important implications for leadership development programs and organizational policies aimed at supporting women's career advancement.

While the model demonstrates high explanatory power, the non-significance of several expected predictors (such as education level and family responsibilities) suggests that the dynamics of women's career progression in Qatar's public sector may differ from those observed in other contexts. This underscores the importance of context-specific research and tailored policy approaches. These results provide a robust foundation for future research and policy development aimed at enhancing gender diversity in senior leadership positions within Qatar's public sector.

Along with the quantitative results, the study explored qualitatively the various factors contributing to the underrepresentation of women in senior leadership positions within Qatari governmental entities, addressing the first and second research questions. The findings reveal a pronounced gender disparity in organizational hierarchies across various Qatari

governmental organizations. Despite achieving parity or surpassing men in educational attainment, women remain underrepresented in the upper echelons of leadership, as evidenced by the narratives of the interviewees. This disparity persists across sectors and organizations, suggesting the presence of systemic barriers impeding women's ascension to top leadership roles.

The study findings highlight the influence of sociocultural norms and gender role expectations on women's career trajectories and leadership aspirations. Societal perceptions regarding women's capabilities for leadership roles, and the challenge of reconciling professional responsibilities with family obligations emerged as impediments to women's advancement into senior leadership positions. These deeply ingrained societal norms and expectations contribute to the perpetuation of the glass ceiling phenomenon.

Moreover, the findings shed light on the role of networking and alliance-building dynamics in shaping women's attainment of leadership positions. Personal affiliations, forged through tribal and familial associations, could wield influence over career advancement prospects, disproportionately favoring men (Al-Dosari, N., 2024, March 20; Al-Emadi, N., 2024, March 30; Al-Suwaidi, F., 2024, April 2).

Additionally, the study uncovered various initiatives and strategies aimed at enhancing women's representation in leadership capacities. These included the implementation of leadership development programs, targeted recruitment efforts, and the enactment of policies promoting work-family balance. However, the efficacy and impact of these initiatives varied across organizational contexts, highlighting the need for more comprehensive and uniform approaches to address the gender gap in senior leadership.

The findings from the interviews underscore the pivotal role of women's self-perceptions and internalized beliefs in shaping their leadership aspirations and career trajectories. The narratives of the interviewees revealed a consensus that many Qatari women tend to harbor self-limiting beliefs and may not perceive themselves as potential leaders or managers. This intrinsic psychological barrier could profoundly impact their willingness to actively pursue leadership opportunities, thus contributing to the perpetuation of the gender disparity in senior organizational roles.

In conclusion, the findings underscore the nature of the challenges confronting women in attaining senior leadership roles within Qatari governmental entities. Overcoming these obstacles necessitates concerted efforts to challenge deeply rooted sociocultural norms, cultivate inclusive organizational environments, and implement effective strategies to support women's leadership aspirations. Only through such comprehensive measures can genuine gender parity be achieved, affording women equitable opportunities to contribute to and lead at the highest levels of organizational decision-making.

6.2: Recommendations

Since the obstacles preventing Qatari women from holding top leadership roles in governmental organizations are complex, a comprehensive and varied strategy is required to spark significant change. Based on the study's results, the suggestions that follow include tactical measures that include data transparency, organizational change, policy reforms, and the development of a unified national strategy.

1. Implement Affirmative Action Policies and Gender Quotas

To expedite the attainment of gender parity in leadership roles, it is recommended to enact policies that mandate a minimum percentage of women in senior positions across all levels of government and public sector organizations. This affirmative action approach would ensure a more balanced representation, aligning with the educational advancements that women have achieved in Qatar. Such policies should be accompanied by robust monitoring and accountability measures to ensure compliance and assess their effectiveness over time.

2. Foster an Inclusive Organizational Culture

Organizational culture transformation is crucial for dismantling the glass ceiling and cultivating an environment conducive to women's leadership. This can be facilitated by integrating male and female workspaces, promoting open communication, collaboration, and mutual respect between genders. Additionally, implementing unconscious bias training and providing platforms for open discourse on gender diversity can foster greater awareness and inclusivity within organizational settings.

3. Enhance Data Transparency and Evidence-Based Policymaking

To facilitate data-driven decision-making and promote accountability, it is recommended that the Qatari government systematically publish disaggregated data pertaining to its citizens,

detailing the demographics of those in leadership positions across various sectors and organizations. This transparency will aid in recognizing and addressing disparities, while also informing evidence-based policymaking and targeted interventions.

4. Promote Merit-Based Recruitment and Advancement

To counteract the influence of networking and alliance-building dynamics that may disproportionately favor men, policies that enforce neutrality regarding tribal and familial backgrounds should be formulated and implemented in hiring and promotion processes. This will ensure equal opportunities based on merit, qualifications, and performance, rather than social or political connections.

5. Establish Targeted Leadership Development Programs

To build a robust pipeline of qualified female leaders, the establishment of targeted leadership development programs for women is recommended. These programs should encompass mentorship, networking opportunities, career development planning, and leadership training tailored to enhance women's leadership capacity and prepare them for senior roles.

6. Implement Comprehensive Work-Life Balance Initiatives

To address the challenges of reconciling professional responsibilities with family obligations, comprehensive childcare support and flexible work arrangements should be implemented. These may include on-site childcare facilities, extended parental leave, and telecommuting options, empowering women to balance their work and family commitments more effectively.

7. Conduct Public Awareness Campaigns and Empower Women's Self-Perceptions

Public awareness campaigns are crucial for shifting societal attitudes and norms towards women in leadership. These campaigns should celebrate women's achievements, address

unconscious biases, and promote the benefits of gender diversity in leadership. Concurrently, initiatives aimed at raising awareness among Qatari women themselves and empowering them to envision their potential in top-level management positions are imperative to cultivate a mindset that embraces their leadership aspirations.

8. Establish Monitoring Systems and a Cohesive National Strategy

To ensure sustained progress, it is recommended to establish metrics and monitoring systems to track the progression of women into senior positions regularly. This will enable the assessment of current initiatives and the development of new strategies as needed. Ultimately, a comprehensive national strategy that encompasses education, professional development, and pathways to leadership for women should be formulated, aligning with Qatar National Vision 2030 and other development strategies to promote sustainable growth.

9. Enact Comprehensive Gender Equality Legislation

Underpinning these recommendations is the need for comprehensive gender equality legislation to reinforce equal rights and opportunities for women in the workforce. This should include measures against workplace discrimination, provisions for equitable career advancement opportunities, and mechanisms for legal recourse in cases of gender-based discrimination or harassment.

Implementing these recommendations necessitates a concerted effort from all sectors of society, including government entities, private sector partners, civil society organizations, and the broader community. By using a variety of strategies to create an atmosphere that supports women in leadership roles, Qatar can harness the full potential of its human capital, driving sustainable economic growth, social progress, and advancing gender equality in alignment with international commitments and development goals.

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Appendices:

Appendix 1: Survey Questions

INFORMED CONSENT TEMPLATE

Title of the study: Examining the Gender Dynamics in Senior Leadership Positions in Qatar's Public Sector

Lead principal investigator name: Masa Jebril

BACKGROUND AND PURPOSE:

I'm a student working on my master's thesis. This research aims to examine the reasons behind the underrepresentation of Qatari women in elite public sector leadership roles compared to their rising educational attainment. Key objectives are quantifying representation gaps and exploring economic, political, and sociocultural barriers through interviews and surveys of women leaders. Data collection is required to elucidate explanatory factors influencing gender disparities in access to upper management.

STUDY PLAN:

You have been selected to participate in this research study exploring the representation of Qatari women in senior leadership roles due to your valuable experience and insights as a current female employee or leader in a governmental organization in Qatar. Your participation would greatly inform our understanding of factors influencing career advancement patterns. This study involves completing a 20-minute online survey. Please know that your participation is completely voluntary.

CONSENT OF PARTICIPANTS:

I obtained a detailed explanation of the objectives, methodology, and potential risks of the study. I understand that I have the complete freedom to participate or not in the study.

I understand all of the information in this Informed Consent Form and I have gotten complete answers for all of my questions.

I freely, voluntarily, and without any pressure agree to participate in this study.

To be eligible to take this survey, prospective participants must:

- Give voluntary consent to participate
- Be 18 years of age or older
- Be sufficiently fluent in English to comprehend survey materials
- Currently work within Qatar's public sector

Please carefully read the above information and indicate your voluntary consent to participate by checking "Yes" below. If you do not wish to participate, please check "No" or exit the survey at this time. Do you agree to take part in this study?

- Yes, I voluntarily agree to participate in this survey
- No, I do not wish to participate

If you selected "Yes", please proceed to the next page to begin the survey questions. Thank you very much for your valuable contribution to this important research.

****Section 1: Socio-Demographics****

1. Gender:

- Female
- Male

2. Nationality:

- Qatari
- Non-Qatari

3. Age: _____

4. Your current family situation can be best described as:

- Single
- Married
- Other

Number of children under 18 years old: _____

Number of children over 18 years old: _____

****Section 2: Human Capital****

1. Years of Education:

- 10 – 12 years
- 13 – 15 years
- 16 – 18 years
- 19 – 21 years
- 22 years or more

2. Highest Level of Education:
- High School Diploma
- Bachelor's Degree
- Master's Degree
- Doctorate or Higher
3. Total Years of Work Experience in the Public Sector: _____
4. How many trainings have you attended since you joined your job in the public sector?

5. Skills Training Undertaken (Select all that apply):
- Leadership Training
- Technical/Professional Development
- Communication Skills
- Others (Please specify): _____

****Section 3: Employment Details****

1. Current Position Level:
- Junior (Non-Managerial)
- Mid-Level Management
- Senior Leadership (Director-Level and Above)
2. Department/Unit of Work (Optional): _____
3. How many people are under your supervision? _____
- Men _____
- Women _____
4. Your monthly income range:
- Less than 15,000 QR
- 15,000 - 29,999 QR
- 30,000 - 44,999 QR
- 45,000 - 59,999 QR

- 60,000 - 74,999 QR
- 75,000 - 89,999 QR
- 90,000 QR or more

****Section 4: Perceptions of Women about Progression in Career (PWPC)" using a 1-5 Likert scale****

The scale ranges from strong disagreement with a statement on the low end (1) to strong agreement with a statement on the high end (5). The middle of the scale (3) allows for a neutral or unsure response:

1 = Strongly Disagree

2 = Disagree

3 = Neither Agree nor Disagree/Neutral

4 = Agree

5 = Strongly Agree

	Items	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.	I feel I have equitable opportunities to advance to leadership roles within this organization.					
2.	My qualifications and expertise are valued when promotion decisions are made in this organization.					
3.	I receive the support and mentoring needed to progress in my career within this organization.					
4.	My career progression matches my effort and qualifications.					
5.	I feel my gender has not been an obstacle to career advancement within this organization.					
6.	Leadership roles are accessible to women in this organization.					

7.	I am satisfied with the career progression and advancement opportunities available to me in this organization.					
8.	There are no invisible barriers hindering women's career growth in this organization.					
9.	Reasons for promotion decisions are clearly communicated objectively in this organization.					
10.	I have visible and inspirational female role models in leadership in this organization.					
11.	I can comfortably balance work and life commitments in this organization.					

****Section 5: Barriers (BAR) - economic, political, and socio-cultural obstacles that impede professional advancement'' using a 1-5 Likert scale****

The scale ranges from strong disagreement with a statement on the low end (1) to strong agreement with a statement on the high end (5). The middle of the scale (3) allows for a neutral or unsure response.

	Items	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.	I have faced gender biases in performance evaluations and promotion decisions in this organization.					
2.	Invisible barriers related to masculine organizational cultures exist in this organization.					
3.	I lack access to informal networks that provide information and opportunities related to advancement.					
4.	Balancing family and work commitments poses challenges to taking on leadership roles in this organization.					

5.	Leadership selection processes lack transparency and contain gender biases in this organization.					
6.	Societal prejudice against women occupying positions of power persists in this sector.					
7.	Leadership archetypes favor masculine traits over feminine traits in this organizational climate.					
8.	Access to sponsors and mentors providing career guidance is inadequate for women in this organization.					
9.	Juggling responsibilities outside of work slows down progression to senior levels for women in this organization.					
10.	Gender-exclusive social bonding among male leaders forms invisible barriers for women in this organization.					
11.	Family connections and social capital provide informal advantages in obtaining leadership roles in this sector.					
12.	Stereotypical assumptions about women's capabilities hinder judgments of leadership potential in this organization.					
13.	If a man and a woman are shortlisted for promotion and have the same qualifications, the man will be selected for the leadership position in the public sector					
14.	Women perform better as assistants rather than leaders					

****Section 6: Perspectives on Role Congruity (Your View on Traditional Gender Roles in the Workplace) and Glass Ceiling (Your Experience with Career Limitations Based on Gender)****

1. Do you feel that the roles or jobs women are often expected to have in the workplace match the usual skills or behaviors associated with being a woman? (Agreement with Role Congruity Theory in Your Experience):

- Yes, I strongly feel this is the case.
- Yes, I somewhat feel this is the case.
- Neutral/I'm not sure.
- No, I somewhat disagree with this.
- No, I strongly disagree with this.

2. Have you ever felt that being a woman has limited your opportunities for advancement or promotion in your job? (Experience Relating to the Glass Ceiling Theory):

- Yes, I have felt that my gender has limited my career opportunities.
- No, I haven't felt that my gender has limited my career opportunities.
- Not sure/I prefer not to say.

3. Suggestions for Improvement in Women's Representation in senior leadership positions:

(Open-ended response) _____

Thank you for your participation!

[Submit Survey]

Appendix 2: Interview Questions

Interview Questions: Questions for Qatari senior leaders/managers (females and males) in Qatari governmental bodies:

Demographics:

What is your current leadership position/title? What is your gender?

Work Experiences:

1. How were you initially hired into this industry/role (e.g. widely advertised job posting, internal recruitment, referred by an existing employee, recruiter outreach, etc.)?

Promotions:

2. Reflecting on the promotions you have received throughout your career, what were the stated criteria and processes used to evaluate candidates? To what extent did you feel the decisions were based solely on job-relevant skills, accomplishments, and merit vs. any other potential factors?
3. Compare your promotion timing and the criteria applied in your specific cases to peers of other gender identities who had similar education, experience, job performance, etc. Did you observe any noteworthy differences or disparities in how promotion processes unfolded based on gender? If so, please describe those differences.

Perspectives on Women's Leadership Representation:

4. Please provide the percentage of leaders at senior levels, women compared to men.
5. In your view, what existing initiatives help dismantle barriers and provide clear pathways to attain senior leadership roles?
6. In your opinion, what kinds of policies, programs, or initiatives could better support and develop a diverse pipeline of talent to rise into senior leadership and top managerial roles within the organization? Please explain your perspective and any specific areas you see opportunities for improvement.

Additional Questions for Leaders/Managers:

7. What motivated you to pursue top leadership roles? Were there any cultural expectations around men/women attaining senior posts that influenced your decision? (Classical economic theory - gendered divisions of labor)
 8. Have you had equal access to networking opportunities, mentorships, or sponsorships that are important for advancement? If not, what gaps existed? (Glass ceiling theory - barriers)
 9. Do you feel you have had to overcome greater obstacles or meet higher standards than other peers to be appointed or promoted to senior roles? Can you provide examples? (Role congruity theory)
 10. What work-family policies like paid leave and flexible schedules has your organization implemented to support leaders balancing responsibilities? How effective are these policies? (Classical economic theory - household division of labor)
 11. As a senior leader, what specific actions do you take to identify and empower high-potential employees, especially those from underrepresented backgrounds, to advance into future leadership roles?
 12. To what extent do tribe/family connections play a role in promotions in the public sector?
-

Appendix 3: Annex: Participant List

Participant	Title	Date	Time
Mr. N. Al-Dosari	Senior International Affairs Researcher at Prime Minister's Office	20/03/24	2:00 PM
Mr. R. Al-Muhannadi	Business Development Manager at Barzan Holding Company for Defense Industries	23/03/24	8:00 PM
Ms. M. Al-Nasr	Second Secretary at Media Office of Ministry of Foreign Affairs	27/03/24	9:00 PM
Ms. T. Al-Malik	Lecturer at Department of International Affairs, Qatar University	27/03/24	10:30 PM
Ms. R. Al-Shammari	Head of Strategic Planning at Charity Work Regulation Authority	28/03/24	2:30 PM
Ms. H. Al-Muhannadi	Head of Development and Administrative Training Department in Human Resources at General Tax Authority	28/03/24	3:30 PM
Mrs. N. Al-Emadi	Head of Operations and Market Monitoring Department at Qatar Central Bank	30/03/24	3:00 PM
Mr. K. Al-Thani	Director of Information Technology at Ministry of Public Health	31/03/24	10:00 AM
Ms. A. Al-Kuwari	Head of Human Resources at Qatar Petroleum	31/03/24	2:00 PM
Mr. F. Al-Attiyah	Deputy Director of Finance at Qatar Financial Center Authority	01/04/24	9:30 AM
Ms. F. Al-Suwaidi	Director of Corporate Communications at Qatar Airways	02/04/24	11:00 AM
Mr. J. Al-Mansoori	Head of Operations at Qatar Science and Technology Park	03/04/24	1:30 PM
Ms. N. Al-Khater	Deputy Director of Research at Qatar National Research Fund	04/04/24	3:00 PM
Mr. S. Al-Dosari	Chief Information Officer at Qatar Computing Research Institute	05/04/24	10:00 AM
Ms. H. Al-Suwaidi	Director of Strategic Planning at Qatar Investment Authority	06/04/24	2:30 PM
Mr. S. Al-Marri	Deputy Director of Operations at Qatar Civil Aviation Authority	16/04/24	9:00 AM
Ms. M. Al-Khater	Head of Corporate Social Responsibility at Qatar Foundation	18/04/24	11:30 AM
Mr. A. Al-Dosari	Director of Public Relations at Qatar Tourism Authority	19/04/24	1:00 PM
Ms. A. Al-Suwaidi	Deputy Director of Human Resources at Qatar Central Bank	21/04/24	3:30 PM
Mr. Y. Al-Emadi	Head of Strategic Planning at Qatar Development Bank	23/04/24	10:30 AM

Appendix 4: R-Script

R Code

```

# Load necessary libraries
library(readxl)

library(dplyr)
library(ggplot2)
library(car)
library(openxlsx)

# Load the dataset
data_path <- "Gender Diversity In Leadership Positions Survey (
  Responses).xlsx"

data <- read_excel(data_path)

# Rename the long column name to "Role_Congruity_Agreement" & "
  Glass_Ceiling_Experience"

colnames(data)[colnames(data) == "Do you feel that the roles or
  jobs women are often expected to have in the workplace match
  the usual skills or behaviors associated with being a woman?
  (
    Agreement with Role Congruity Theory)"] <- "Role_Congruity
  Agreement"

colnames(data)[colnames(data) == "Have you ever felt that being a
  woman has limited your opportunities for advancement or
  promotion in your job? (Experience Relating to the GlassCeiling
  Theory)"] <- "Glass_Ceiling_Experience"

# Create a new data frame with split values from the original
  column

split_data <- data.frame(do.call('rbind', strsplit(data$'How many
  people are under your supervision (Men = ) & (Women = )', ", "
  )))

# Now we have a data frame where the first column contains "men=
  number" and the second "women=number"

# Next, remove the "men=" and "women=" parts and convert the result
  to numeric

data$men_supervision <- as.numeric(sub("men=", "", split_data$X1))
data$women_supervision <- as.numeric(sub("women=", "", split_data$
  X2))

# Encode categorical variables

# Assuming specific columns for demonstration; replace these with
  actual column names from your dataset

# Gender encoding

data$Gender <- ifelse(data$Gender == "Female", 1, 0) # Assuming "
  Female" and "Male" as the only options

```

```

# Marital Status encoding
data$Married <- ifelse(data$Status == "Married", 1, 0) # Binary
  encoding for Married status

# Check the new columns
head(data[c("men_supervision", "women_supervision")])

# Encode the responses for the second column
data$Glass_Ceiling_Experience <- case_when(

  data$Glass_Ceiling_Experience == "Not sure/I prefer not to say."
  ~ 1,

  data$Glass_Ceiling_Experience == "No, I haven't felt that my
  gender has limited my career opportunities." ~ 2,

  data$Glass_Ceiling_Experience == "Yes, I have felt that my gender
  has limited my career opportunities." ~ 3,

  TRUE ~ as.integer(NA) # Assign NA to any responses not covered
)

head(data[c("Role_Congruity_Agreement", "Glass_Ceiling_Experience")
])

# Encode the responses for the first column
data$Role_Congruity_Agreement <- case_when(

  data$Role_Congruity_Agreement == "No, I somewhat disagree with
  this." ~ 1,

  data$Role_Congruity_Agreement == "No, I strongly disagree with
  this." ~ 2,

  data$Role_Congruity_Agreement == "Neutral/I'm not sure." ~ 3,
  data$Role_Congruity_Agreement == "Yes, I somewhat feel this is
  the case." ~ 4,

  data$Role_Congruity_Agreement == "Yes, I strongly feel this is
  the case." ~ 5,

  TRUE ~ as.integer(NA) # Assign NA to any responses not covered
)

barriers_questions <- c("I have faced gender biases in performance
  evaluations and promotion decisions in this organization",

  "Invisible barriers related to masculine
  organizational cultures exist in this
  organization",

```



```

        labels = c(1, 2, 3, 4, 5))

  data[[question]] <- as.numeric(as.character(data[[question]]))
}

barriers_columns <- c(28:41)

data$Barriers <- rowMeans(data[barriers_columns], na.rm = TRUE) #
  Composite score

# Education Level encoding
data$Education_Level <- factor(data$Education_Level, levels = c("
  High School", "High School ", " Bachelors Degree ", "
  Bachelors Degree", " Masters Degree", " Masters Degree "
  , "Doctoral Degree", "Doctoral Degree ", "Doctorate or Higher"),
  labels = c(1,1 ,2, 2, 3, 3, 4, 4, 4))

# Current Position Level
data$Current_Position_Level_2 <- factor(data$Current_Position_Level
  , levels = c("Mid-Level Management", "Junior (Non-Managerial)")
  , labels = c(1, 2))

data <- data %>%
  mutate(
    Education_Years = case_when(
      Years_of_Education == "13      15 years" ~ 1,
      Years_of_Education == "16      18 years" ~ 2,
      Years_of_Education == "22 years or more" ~ 3
    )
  )

# Encode Likert scale responses from survey questions
likert_questions <- c("I feel I have equitable opportunities to
  advance to leadership roles within this organization",
  "My qualifications and expertise are valued
  when promotion decisions are made in this
  organization",
  "I receive the support and mentoring needed
  to progress in my career within this
  organization",
  "My career progression matches my effort and
  qualifications",
  "I feel my gender has not been an obstacle to
  career advancement within this
  organization",

```

```

        "Leadership roles are accessible to women in
          this organization" ,
        "I am satisfied with the career progression
          and advancement opportunities available
          to me in this organization" ,
        "There are no invisible barriers hindering
          womens career growth in this
          organization" ,
        "Reasons for promotion decisions are clearly
          communicated objectively in this
          organization" ,
        "I have visible and inspirational female role
          models in leadership in this
          organization" ,
        "I can comfortably balance work and life
          commitments in this organization"
    )
}

for (question in likert_questions) {
  data[[question]] <- factor(data[[question]],
                            levels = c("Strongly Disagree", "
                                       Disagree", "Neutral", "Agree", "
                                       Strongly Agree"),
                            labels = c(1, 2, 3, 4, 5))
  data[[question]] <- as.numeric(as.character(data[[question]]))
}

# Create the composite scale for DV
pwpc_columns <- c(17:27)

data$PWPC <- rowMeans(data[pwpc_columns], na.rm = TRUE) # Composite
score

# Identify columns with null values
null_columns <- sapply(data, function(x) sum(is.na(x)) > 0)

```

```

# Get the names and indices of columns with null values
columns_with_nulls <- data.frame(Index = which(null_columns),
  Column_Name = names(data)[null_columns])

# Print the columns with null values
print(columns_with_nulls)

# Encode 'child_under_18' as a binary variable
data$Family_Roles_Under_18 <- ifelse(data$child_under_18 > 0, 1, 0)
data$Family_Roles_Above_18 <- ifelse(data$above_18 > 0, 1, 0)

# Prepare the data frame for regression analysis (optional step
  based on specific needs)
data_clean <- na.omit(data)

# Example Multiple Regression Model
lm_model <- lm(PWPC ~ Education_Level + Current_Position_Level +
  Role_Congruity_Agreement + Glass_Ceiling_Experience + trainings
  number + child_under_18 + above_18 + men_supervision
  + women_supervision + Barriers + Family_Roles_Under_18 + Family
  _Roles_Above_18, data = data)
summary(lm_model)

```

```

# Diagnostic plots
par(mfrow = c(2, 2)) plot(lm_model)

# Calculate VIF to check for multicollinearity
vif(lm_model)

head(data)
names(data)

```

```
write.xlsx(data, file = "Final_Dataset.xlsx")
```
