

## **Obstacles and determinants of Jordanian women's access to senior leadership positions in Jordanian Government institutions in Karak Governorate**

**Hakem Barakat Abdelghani AL-Rawashdeh**

*PhD research scholar at Aligarh Muslim University, Aligarh, India*

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### **ABSTRACT**

This study endeavors to review the obstacles and determinants of Jordanian women's access to senior leadership positions in Jordanian Government institutions in Karak Governorate. This study is a longitudinal research which identifies the advantages that could be an assist to women's in Jordanian Government institutions in Karak Governorate. The longitudinal research is always based on the qualitative method. The data of this study is based on the qualitative method which collects views, opinions, materials and earlier studies on obstacles and determinants of Jordanian women. The most important results of this study were that the problems faced by working Jordanian women in the economic sphere were: lack of wages, lack of encouraging incentives, lack of interest in improving the conditions of physical workers, and in the social sphere: limited working women's social relations,

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### **I. INTRODUCTION**

It has been recognized since ancient times that there are two independent worlds: the world of men, the world of women, and the distinction between the two worlds that the first means power, power and decision-making, and limits are endless. The second is the world of weakness and submission and involvement in the affairs of home and family, and reproduction and education, and limits of the house. As a factor in the advancement and advancement of societies, every member of society must play an influential role and contribute effectively to the building of society. There is no room for discrimination between men and women in the field of work and management in a world where peoples are competing and competing Thanks to the continuous progress of the means of communication and the information revolution, only on the basis of efficiency.

### **II. PREVIOUS STUDIES**

In the study of Abu al-Hindi (2003), the study aimed at revealing the psychological and creative characteristics of working women in the leadership positions of women in the city of Amman and distributed to a sample of (100) working women. The city of Amman possesses the psychological characteristics with values related to the community in the first place, followed by the values related to the group and individual values. There are no statistically significant differences in the characteristics of creativity, fluency, flexibility, sensitivity to problems, Married, divorced), while there are There are statistically significant differences in the original creative characteristics in favor of divorced women when compared with married women and in absolute favor when compared with married women.

The study of Apple2003 aims to identify and identify the most important problems faced by women journalists working in Jordanian daily newspapers in the fields of social, economic, professional and psychological, and to identify the reasons that hinder and control some problems from their point of view and their relation to some variables that are important in the study. Women's Journalism Work. For this purpose, Istbana was distributed to 57 journalists who formed the study society in five daily newspapers (Al Dustour, Al-Rai, Air Redan Times, Arab Today, and Markets). The difficulty of reconciling family and professional life and the problems faced by women in the economic aspect was the disproportion of salary with the effort exerted, as well as the existence of many obstacles that prevented the professional progress of women journalists, most notably the perception that they are less capable than men.

The study of BeniOdeh (2002) identified the degree of obstacles to women's access to senior management positions in public Palestinian institutions from the point of view of their employees, while

determining the role of the institution and gender, the social situation, the number of children, Place of residence, and age in the obstacles of women's access to senior management positions in the Palestinian public institutions from the point of view of their employees. This study was applied to a simple random sample. 450 copies of the questionnaire were distributed to the Palestinian public institutions

Governmental and non-governmental organizations. The study questions were distributed in four important areas: political, administrative, social and psychological obstacles. The results are the most important of which is the lack of statistical significance in the obstacles to women's access to senior management positions in the Palestinian public institutions due to the variable of the institution, gender variable, variable social status, scientific qualification, place of residence and variable age. The researcher recommended monitoring the problems faced by women in the process of access to senior management positions, and working to apply the foundations of promotion on the basis of efficiency and ability, and provide equal training opportunities for women with the adoption of a media strategy to change the society's view on the importance of women's work to advance development, , As well as the recommendation of the woman herself to work hard, and outstanding diligence in order to achieve equality in career promotion.

The study of Rasheed and Abu-Dawla (2001) highlighted the obstacles to the career advancement of Jordanian private sector employees. The phenomenon of the glass barrier, which reveals the unequal representation of women's potentials and their different aspirations, is a global phenomenon that varies from country to country. Based on the introduction of the concepts of community dimension and gender, the study highlighted points of similarity and differences between Jordan and developed countries in their study of this phenomenon. The researchers developed a tool to measure the obstacles of career progression and use a sample of (511)

The social level ranked first as a barrier to career advancement, followed by vocational and cognitive training, institutionalization, weak support of senior management and inequality in employment. The social dimension was shared by the social dimension in interpreting the terms of these main areas.

The study of Abu Touk (1995) identified the social, economic and administrative conditions of working women in the field of education, their impact on their performance, and the impact that these conditions may have on the length of their association with their profession. A representative sample of the teachers of the two stages in primary and secondary education and in the schools of education and education in the city of Amman. The study showed the most important problems of the professional administrative field and the need for the education profession to a great time and the lack of cooperation of the parents of the students in achieving the objectives of this study. In the economic field, the teacher receives a salary less than the effort and not matching the salary with the amount of teaching quorum. The study is related to the social and cultural field and the most important problems in it are: Giving the society a higher social value for the teachers of the higher education levels and not achieving the profession of education as it aspires to.

The study showed that there is no statistical significance between the administrative methods used and the social status of the education profession, the quality of the social relationship between the teacher and her other colleagues and between them and the school administration, in addition to the variable marital status and the degree of job performance

The study also showed the material return of the teaching profession, age, number of years of service, and job performance. The study also showed that the correlation between the administrative, economic and social conditions, in addition to the marital status of the teacher, the degree of job performance is very weak, and that the correlation between the age and the number of years of service of the teacher and the degree of performance The functional relationship is strong.

It is possible to draw on this study that the performance of women is affected by the administrative, economic and social factors as these factors have a low impact on the degree of performance of the working woman (parameter), and both the age and the number of years of service of the teacher have an impact Strong degree of job performance for working women (parameter)

In 1994, Awadallah studied the most important problems faced by working Jordanian women and identified them in the economic, social, psychological, occupational and health fields, and the impact of age variables, number of work hours, number of children, educational level, For this purpose, a questionnaire was distributed to (390) workers in public and private institutions in the city of Amman. The most important results of this study were that the problems faced by working Jordanian women in the economic sphere were: lack of wages, lack of encouraging incentives, lack of interest in improving the conditions of physical workers, and in the social sphere: limited working women's social relations,

The inability to reconcile work outside and within the home and the thought of leaving work because of marriage, childbearing, and in the professional field: lack of refrigeration, conditioning, lack of attention to workers' complaints, lack of attention to decision-making

### **Problem of the study**

The purpose of this study is to measure the effect of the determinants of Jordanian women's access to senior management positions in Jordanian government institutions in Karak Governorate.

### **Elements of the problem**

The purpose of this study can be achieved by answering the following questions:

Do institutional determinants affect women's access to senior management positions in Jordanian government institutions in Karak governorate?

Do social determinants affect women's access to senior management positions in Jordanian government institutions in Karak governorate?

Do personal determinants affect women's access to senior management positions in Jordanian government institutions in Karak governorate?

### **The importance of the study**

The importance of this study is that it deals with the issue of women employed in the banking sector. Since the opportunities for promotion of women are limited or may be rare in some situations, the identification of the most important determinants that impede women's access to senior management positions and their participation in taking Decision or process, is the first step in the way of solving the problem of low participation of women in senior and middle management positions.

### **Objectives of the study**

Diagnosing the main determinants faced by Jordanian women in their advancement and employment in the Jordanian governmental institutions in the governorate of Karak and to justify them from the point of view of the higher and middle administrative levels on the one hand and from the point of view of the wider societal and functional perspectives and their major theses on the other hand.

- Review the most important literature determinants of the advancement of women functionally as well as the most important Jordanian studies that dealt with.

- The definition of the Glass Ceiling phenomenon of increasing interest in contemporary administrative literature on women.

- Provides a general background to the most important institutional, personal and social determinants of women employed in Jordanian governmental institutions in Karak governorate.

## **III. METHOD OF THE STUDY**

The longitudinal research is always based on the qualitative method. The data of this study is based on the qualitative method which collects views, opinions, materials and earlier studies on obstacles and determinants of Jordanian women's.

### **Hypotheses of the study**

To answer the previous questions, a number of hypotheses were formulated in their nihilistic form:

#### **The first hypothesis**

There is no statistically significant impact on the institutional determinants of women's access to higher administrative positions in Jordanian governmental institutions in Karak governorate.

#### **The second hypothesis**

There is no statistically significant effect of the determinants of women's access to higher administrative positions in Jordanian government institutions in Karak governorate.

#### **The third hypothesis**

There is no statistically significant impact on the social determinants of women's access to higher administrative positions in Jordanian government institutions in Karak governorate.

## **IV. DISCUSSION**

Accordingly, the subject of women employees has received broad attention as a human being with rights and duties in most modern societies. As half of the human resources, it is necessary to pay attention to the role it plays in the growth and development of societies. In the middle of the 20th century, a great debate was raised about women's exit to work in the Arab world. The customs, traditions and social norms that prevailed at that time were opposed to women leaving for work, with the cultural progress of the Arab societies, changing the negative image of women, and the work that they could do after women proved their worth and ability to work.

On women and the work they can do after women have demonstrated their ability and ability to work in a more creative and progressive manner, women's work is no longer subject to debate and debate, but in light of the change in many values and intellectual and administrative beliefs about women and serious rethinking of women's rights and duties The educational and cultural level of women at the Arab and Jordanian levels has become a debate on women's access to administrative centers not only at the level of developing countries but

also globally. Women play an important role in the process of building, modernization and development in societies.

It can be said that before the 1952 Jordanian constitution, women had no important role in society. With the 1952 Constitution and the Jordanian National Charter, they affirmed equality and non-discrimination between women and men. Article 52 of the Constitution states: "Jordanians before the law, whether they are not discriminated against in rights, duties, and whether they differ in race, language or religion." Article 8 of the Chapter The first is that "Jordanians are men and women before the law, whether they are different in their rights and duties, but they differ in race, language or religion, and they exercise their constitutional rights and are committed to the supreme national interest and national work ethic. Bane in "unity, progress and building the future." and their ability to work.

## V. CONCLUSION

The study questions were distributed in four important areas: political, administrative, social and psychological obstacles. The results are the most important of which is the lack of statistical significance in the obstacles to women's access to senior management positions in the Palestinian public institutions due to the variable of the institution, gender variable, variable social status, scientific qualification, place of residence and variable age. The researcher recommended monitoring the problems faced by women in the process of access to senior management positions, and working to apply the foundations of promotion on the basis of efficiency and ability, and provide equal training opportunities for women with the adoption of a media strategy to change the society's view on the importance of women's work to advance development, , As well as the recommendation of the woman herself to work hard, and outstanding diligence in order to achieve equality in career promotion. Moreover, the study highlighted the obstacles to the career advancement of Jordanian private sector employees. The phenomenon of the glass barrier, which reveals the unequal representation of women's potentials and their different aspirations, is a global phenomenon that varies from country to country. Based on the introduction of the concepts of community dimension and gender, the study highlighted points of similarity and differences between Jordan and developed countries in their study of this phenomenon.

The social level ranked first as a barrier to career advancement, followed by vocational and cognitive training, institutionalization, weak support of senior management and inequality in employment. The social dimension was shared by the social dimension in interpreting the terms of these main areas.

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