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ABSTRACT

Case study topicality. Female role model in HEI: the case study of Jordan
Case study problem: Although Jordanian women now have higher educational attainment than men, their labor force participation remains low, and Jordan ranked last among lower-middle-income nations in terms of women's economic activities.
Case study purpose: The study aims to investigate the perceptions of female role models in HEI. The study also discusses employees' perceptions of supervisors' and co-workers' modeling of work ethic
Case study objectives:
• Develop female leadership framework in HEI
• Explore the organizational influence on female leadership
• Observe female role models situation in theory vs practice
Case study methodology: Interview design, sampling, writing notes, transcribing, coding, themes identification, and data summarization.
Case study main findings: In progress.

INTRODUCTION AND BACKGROUND

Although Jordanian women's educational attainment has surpassed men's, their labour-force participation remains low (Al-zoubi, 2014; Assaad, 2014; Kharmeh, 2012). Nevertheless, Jordanian women have made significant educational progress, with literacy rates rising from 46 % in 1990 to more than 90% in 2013. (DOS, 2013). Furthermore, gender parity has been achieved in Jordan at all levels of education, with women's university participation increasing. In Jordanian universities in 2013, more women (51%) than men (49%). (DOS, 2013). Despite Jordanian women's impressive educational progress, Jordan still ranks lower than other lower-middle-income countries regarding women's economic activities in 2005. (World Bank, 2005). Women's engagement in high positions in the workforce has likewise remained low (DOS, 2013). If adjusted for educational attainment, it has been suggested that women's involvement in the workplace is not just low but is also dropping, implying that chances for educated women are deteriorating with time (Assaad, 2014). Based on a recent report published by the University of Petra, data show that women's participation in the high decisional role is approximately 50%. This finding, however, cannot be generalizable to reflect the current reality among other Jordanian higher educational institutions. The aim is to investigate the shared perceptions of female role models in the workplace. The study also discusses employees' perceptions of supervisors' and co-workers' modelling of work ethic. Finally, suggestions for improvement are made.

The Study's Importance
Managers play an essential role in determining organizational effectiveness. This study aims to broaden the understanding of managerial behaviour in the gender-segregated workplace. There has been very little research on supervision and role modelling among Jordanian female workers. Employee performance is well influenced by adequate supervision and role modelling. This study sought to provide a better understanding of these topics to aid in developing training programs for female workers. This study also suggests future research on job performance concerning supervisory practices.

METHODOLOGY

- Content analysis approach: This included developing and applying codes, identifying themes/patterns, and summarizing the findings.
- Research method: Face to face interviews. Participants were selected from various backgrounds; the convenience sampling strategy was applied.
- Participants' demographics: 3 participants were chosen; two were interviewed in April 2022
- P1: Jordanian politician, journalist, and a prior government minister of Culture. Assistant Prof, Faculty of Arts and Sciences. BSc and MSc of Arts, PhD in Arabic Language Literature
- P2: Professor, Dean of the Faculty of Information Technology. MSc and PhD from the University of Leeds. Member of Dean's council.
- P3: Chief Audit Executive, BSc in Accounting. Several top and medium management positions through 2003-now.
- Location and settings: UOP. The interviews were video recorded, and consent forms were discussed and signed prior to the interview. Insights/notes were taken during the interviews.
- Interview questions: 2 languages, demographics, four aspects including experience, HEI influence, gender influence/challenges on career, entrepreneurship and innovation, and finalization questions.

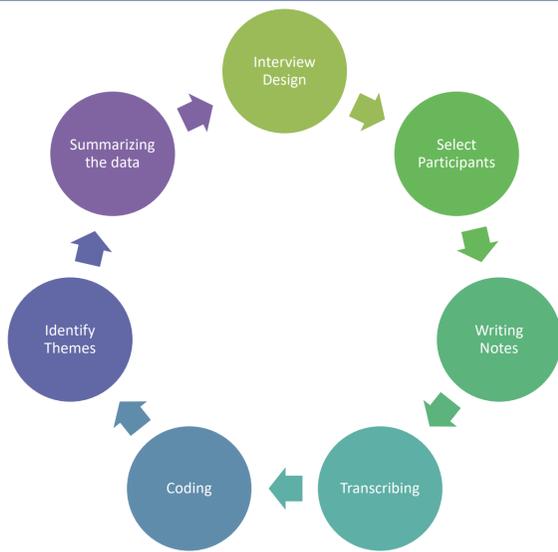


Figure 1. Case study method

FINDINGS

- All participants shared sufficient experience academically/management
- All agreed that ethics, quality of work, adequate knowledge, and organizational support are the key factors behind building a successful female role model.
 - None of them experienced lack of opportunities due to gender type.
- Major challenge was work-life balance: females' additional responsibilities
- Skills required in field: communication skills, time management, devotion, respect.
- Social/Family support
- UOP appeared as a HEI that has mission and vision, and recognizes effort, diversity, equity, and inclusion.
- Even though Jordanian women's educational attainment has surpassed that of men, their labor-force participation remains low. However, females' participation is recognized at UOP
- Regarding stereotypical attitude against females has been flagged by the participants as an issue; however, it was interesting that the three role models have not faced such issue.
- The role of colleagues varied between support and demand
- The interviewees recognized the concept of entrepreneurship at UOP to a verifying.

DISCUSSION AND CONCLUSION

- Personal traits:** the key to excelling professionally and personally: Honesty/ethics, work-life balance, and having sufficient knowledge are the main factors that lead to having a successful career in HEI
- Organizational success:** The trilogy of diversity, openness, and equity. The interviewees' perception of the organizational diversity, support, and recognition of their achievements encouraged their improvement and productivity, promoting gender equity and helping females integrate what they have learned and practised in day-to-day operations.
- Females gravitation to stereotyping:** Social role theory argues that widely shared gender stereotypes originate from the gender division of labour and role assignment that characterizes a society. The theory advocate that women will generally act more communally and less instrumentally than men in the same context. However, gender differences are weak or absent when people enact formal, institutional roles. The interviewees' implications of not experiencing personal stereotyping situations support the theory (Smelser & Baltes, 2001).

DISCUSSION

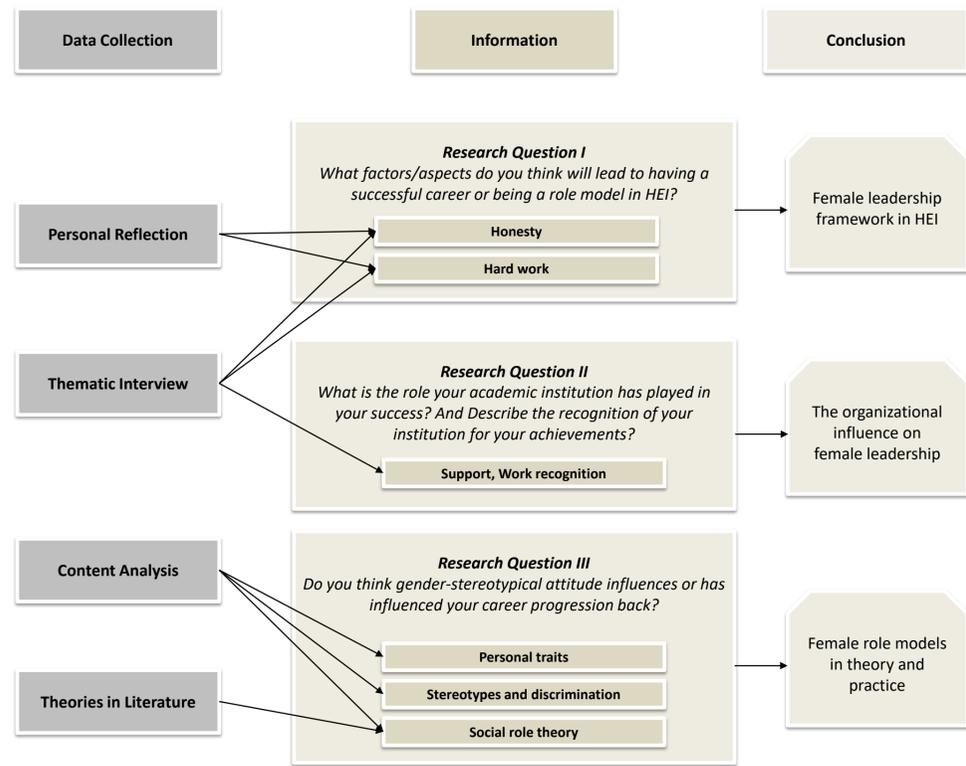


Figure 2. Case study results

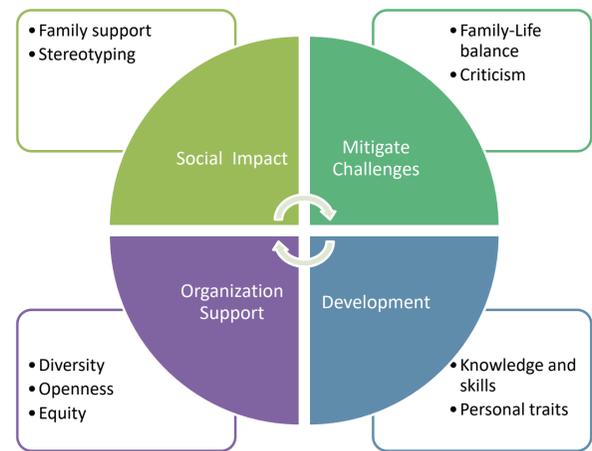


Figure 3. Female Leadership in HEI Framework

IMPLICATIONS AND LIMITATIONS

- Legislations, policies, and laws in HEI should support female and enable seek resources and improve knowledge and skills if needed;
- UOP as a role model for females employment (More than 50% in academia).
- Consider culture – female responsibility/intrinsic role in family and society
- Gender differences: Male and female are different (cultural and biological). The more egalitarian the society, the more difference between male and female (Schmitt et al., 2008).
- The stereotypical attitude perceived by the role models is justified by the social class and support.
- The variation in recognizing the concept of entrepreneurship might be related to differences in concept understanding. Advocate awareness campaigns.
- Limitation: Sample representation

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