

Women in Development and Peace



- **Women in Administrative Empowerment**
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• Women in Administrative Empowerment:

Women's empowerment is currently one of the most debated issues in the world, as modern women seek equal opportunities with men. Both men and women compete vigorously in economic, political and social fields among others. The results of many studies have shown that, women around the world today stand on an equal footing with men in rights. Women make up about 50% of the world's population. As such, women who are empowered administratively contribute to the development of their countries at the economic, social and political levels. According to the American Center for Women in Leadership, though the full integration of women into the economic life of the country is essential to the well-being of society, it has not been given enough attention

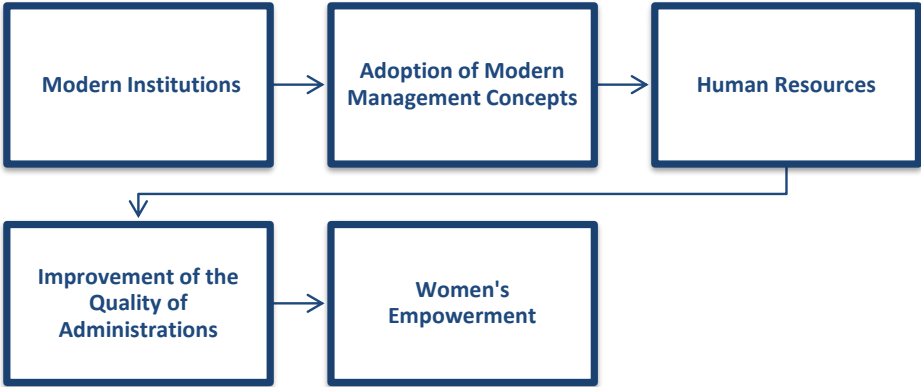
In view of what was presented in the literature, it was concluded that there are two dimensions of empowerment: internal which includes psychological empowerment, and external which includes empowerment in the economic, social, political, educational fields, and other important areas of life. Both dimensions require an external intervention to assess and empower women, provided they are willing to be helped. However, women's psychological empowerment attracted the most attention. The 1995 Spritzer Theory has been presented extensively in the literature. This theory focused on the necessity of looking at psychological empowerment as an intellectual and conceptual construct or structure, and pointed out the most important opportunities for women's empowerment and the most major challenges facing it. In light of all this, the research reached a number of results, recommendations, and suggestions.

Administrative Institutions and Women Empowerment:

Administrative institutions and organizations in the modern era face many challenges for several reasons, the most prominent of which are the rapid changes in order to reach their goals. This prompts us to reconsider human capital management and makes finding a solution in administrative reform a top priority.

Therefore, the adoption of modern management concepts in human resources has become an important focal point. In order to improve the quality of administrations and the work of institutions. From this standpoint, empowerment has received various studies, whether employee empowerment in general or women empowerment in particular to become more capable and effective in the administrative and organizational structure.

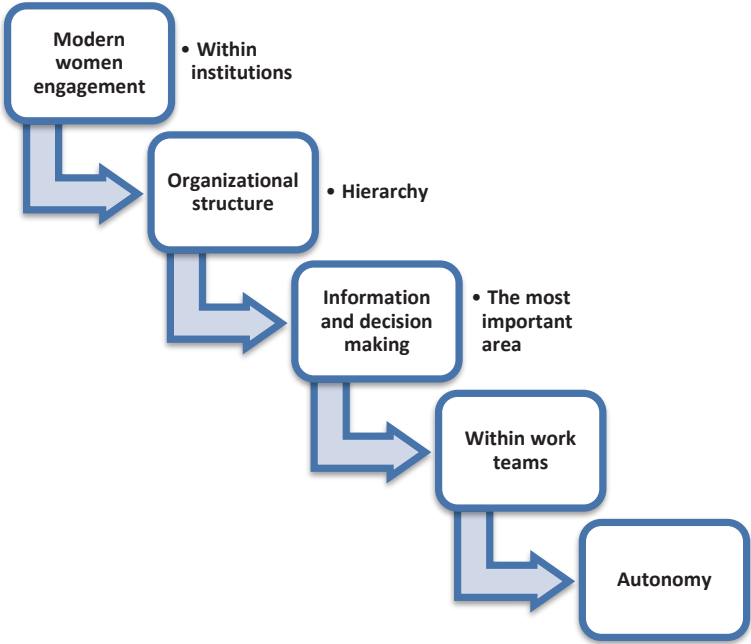
There are also common features between administrative empowerment and other forms of empowerment, which include granting power, enhancing capabilities and confidence, and participating in decision-making in a manner that goes hand in hand with providing the necessary training.



Empowering women administratively has recently been a recent trend and a basic strategy adopted by some modern organizations and institutions. This strategy stems from the principle of effective women’s participation in the organizational structure and in the facilitation of women’s accession to leadership positions in the hierarchy within institutions, especially with regard to both information and decision-making issues. This can be achieved by allowing them greater freedom and autonomy and motivating them to work in teams.

Some recent studies indicated that even though both men and women applicants possess the same qualifications, administrative institutions may tend more to hire and appoint women to assume a specific administrative position. This can be ascribed to the ability of women to accomplish more tasks at the same and with high proficiency. Women are good at multitasking.

Figure illustrating the strategies used within some modern institutions



Although organizational structures do not stipulate this distinction, it is customary in the administrative institutions that men are responsible for decision-making. However, the general norm prevailing in administrations is like that in society. This has become a matter of controversy, especially in light of the economic changes and in conjunction with the vigorous and continuous attempts of women organizations to provide women, who constitute nearly 50% of society, job opportunities and to increase the proportion of trained workers

who are able to make appropriate decisions, which will reflect positively on the economy and society. The difficulties and transformations experienced by societies have come to directly affect administrative institutions. In addition, institutions have promoted the importance of competition as a strong incentive to engage women in the administrative process, which reflects positively on performance and job satisfaction. The concept of empowerment is mainly concerned with establishing and building trust between management and employees, motivating them to participate in decision-making, and removing internal administrative and organizational barriers between management and employees.



There are many obstacles that limit women work and impede their administrative empowerment, including social obstacles related to society’s culture, prevailing customs, and traditions; personal obstacles related to women themselves, such as low self-confidence, lack of faith in their own abilities, fear of responsibility, or non-compliance with training programs due to family obligations; administrative obstacles related to lack of training, qualified staff, equipment and appropriate work environment; economic obstacles related to the system of rewards, incentives, and promotions. More importantly, there are organizational obstacles related to workplace view of women’s participation, lack of confidence in the decisions they make, and centralization of power at the top of the administrative hierarchy. According to a scientific study, 54% of people are exposed to some form of harassment at work. 79% of these victims are women and 21% are men. There are other studies indicated that women face more obstacles in the workplace than men. Considering the average income of men and women who work throughout the year in a full-time job, government data in 2014 indicated that women earned \$0.79. According to a study conducted by the National Partnership for Women and Children in 2014, the average working mother earns \$0.71 for every \$1 earned by the father.



It is important here to focus on measures and procedures that significantly advance administrative empowerment, including:

Constantly developing and training employees in institutions and raising their efficiency through specialized training courses.

Building trust between group members and developing a sense of team spirit through team-based tasks, workshops and seminars that enhance the importance of teamwork.

Establishing an atmosphere of respect and appreciation for the efforts of working employees through rewarding employees for their performance and giving them incentives commensurate with their efforts. This would reinforce their organizational citizenship behavior.

Adopting an objective promotion system, away from nepotism and personal relationships, and based on efficiency, creativity and achievement.

Actively working to change the prevailing culture that underestimates women’s ability, effectiveness, and confidence in their decisions, by focusing on the principle of equality among all, regardless of their gender.

Eliminating laws and regulations that violate gender equality in organizational structures.

In conclusion, in order to adopt the concept of empowerment, work must be done to improve the general work environment. Accordingly, leadership and management in an organization must realize that empowerment positively affects the work environment in general, and the performance and productivity of employees in particular.

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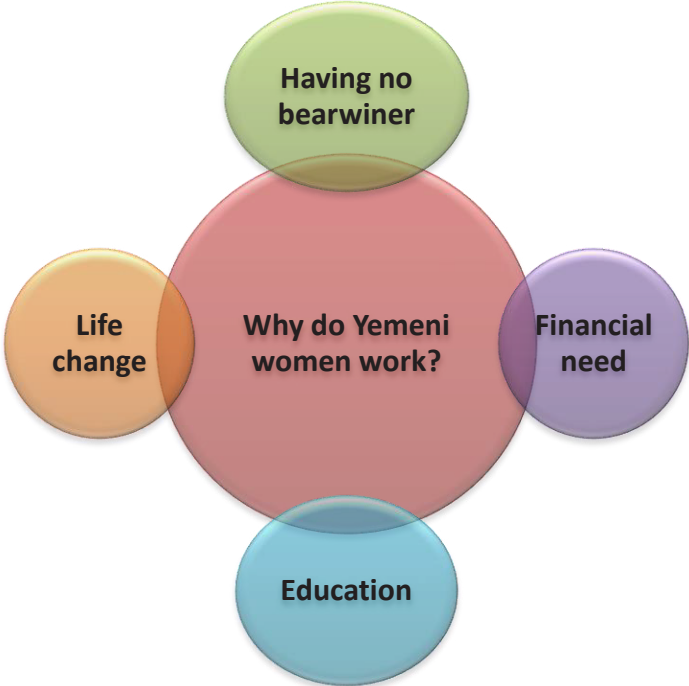
• **Women in Administrative and Economic Development:**

Different countries worldwide have different administrative, economic, and social systems that deal with the issue of women's employment and work. It has been observed that opportunities for women to work outside the house in technical, administrative, and economic fields are confined to a small number of fields in some conservative societies. However, in developed countries, it is noticed that women occupy advanced administrative and leadership positions in institutions and departments.

Sometimes, women may occupy political leadership positions at the governmental level, such as presidents or queens of countries, prime ministers, ministers, presidents of institutions, or members of parliaments. Successful models of such cases can be found throughout Arab and Islamic history. However, there are currently more successful models emerging from Western nations.

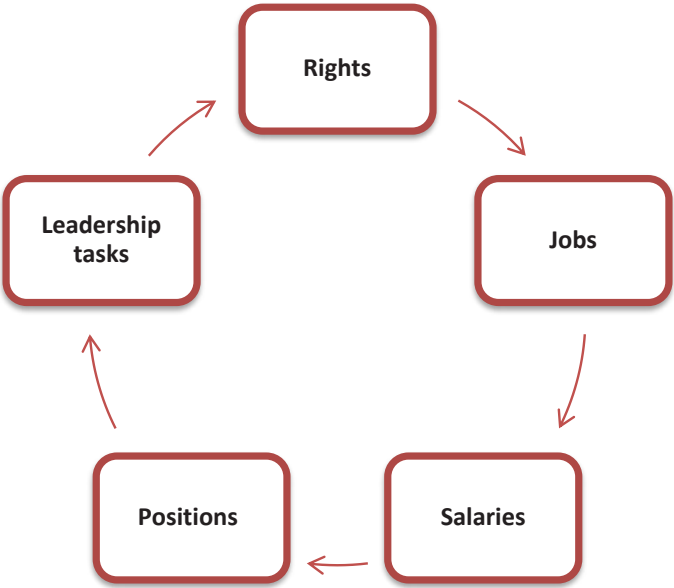
Women's involvement in the workforce occurred for a variety of reasons, the most prominent of which were likely economic in nature since they were either forced to work due to the absence of their primary breadwinners, such as husbands or fathers, or because they were in need of money. Some customs and traditions changed with the passage of time, leading to change in circumstances. Education plays a significant role that has its impacts on society as a whole and on women in particular, since they have numerous opportunities to learn and study a variety of subjects. This may be the best way for them to pursue their interests. This makes it possible for women to compete with men in different academic fields. Numerous studies and statistics have indicated that women in different countries have outperformed men in terms of number and achievement. Women outnumbered men in many colleges and universities. In addition, they achieved higher academic degrees than their male colleagues did.

Consequently, the competition between men and women intensified. This was aided by the fact that modern life offers many services and facilities that relieve women of the burdens of family and domestic duties, giving them more opportunities to move intensely to a better scientific and practical life. Thus, this prompted the transformations that are witnessed by many societies, which lessened the restrictions on women and allowed them to appropriately integrate into public life and in a way that does not contradict the prevailing traditions, customs, and religious values.



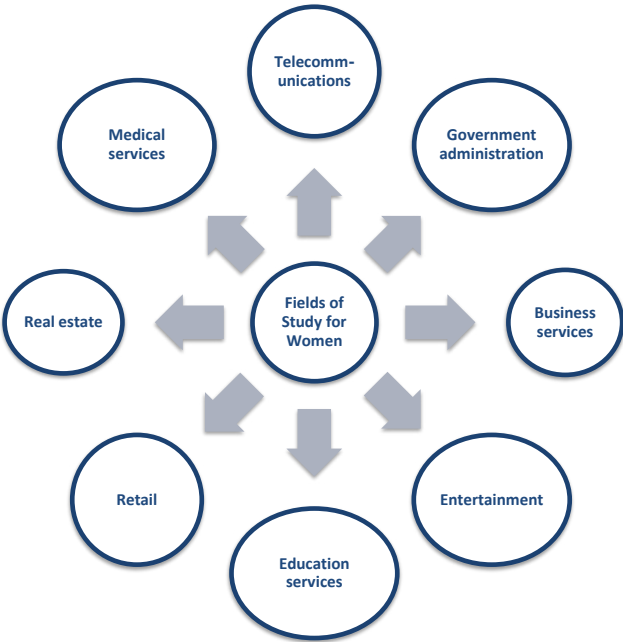
However, prejudice against women still exists in many societies, in addition to the discrimination and the backwardness of some customs and traditions, which may sometimes be unfair and not commensurate with the provisions and teachings of heavenly religions. This is noticed even in the so called advanced societies. Women are still subjected to discrimination and exploitation on the basis of sex, and are used in some inappropriate acts even in Western societies. Moreover, some studies have proven that opportunities for women are not equal with men in terms of salaries and the advantages they get and the level of jobs that they occupy. It is surprising that many of these studies were conducted in Western societies, while women’s employment issues in the eastern and Arab societies are almost identical and occur at a relatively close level.

Recently, campaigns to demand the equality of women with men in terms of rights, benefits, salaries, and the elimination of discrimination in the various economic sectors have emerged. Additionally, campaigns led by women’s figures in the United States have been conducted to complete other efforts in multiple Western countries, which aimed to end the disparity between women and men in terms of salaries, jobs, administrative and leadership positions in particular. Sometimes, public opinion is putting pressure on this issue, which affects the financial, functional and economic conditions of countries, companies and the concerned institutions.



A model that briefly reviews some of the results of an American study on the role of women in holding leadership administrative functions and comparing them to men can be discussed here. This is done in order to compare these functions with other jobs that women usually occupy in areas or other industries, in addition to comparing the level of wages available to women and men in this type of job. Despite the presence of a number of other similar and relatively newer studies, the results of this relative study are still important and useful. These statistics and data have been taken from the workplace in American society, which may differ from Arab and eastern societies and even from some European societies in many matters and details.

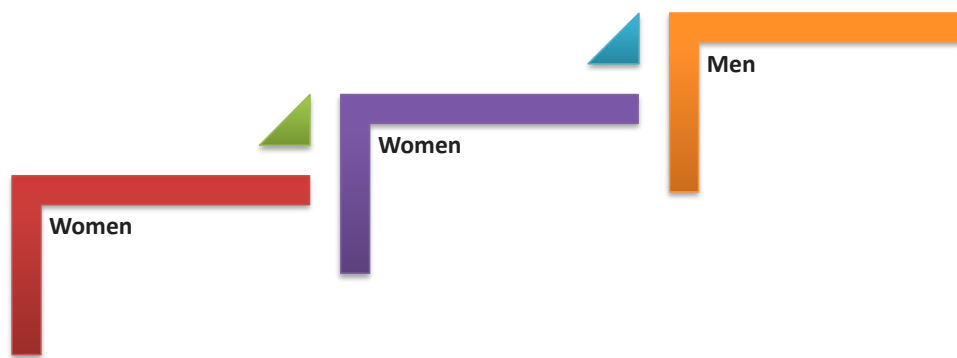
The study studied ten types of the fields of work and industry, including, communications, government administration, business and maintenance services, entertainment and sports, and other specialized professional services. It also focused on educational services, retail trade, financing, insurance and real estate, hospitals and medical services, and specialized professional medical services.



According to data of the year 2000, the body that supervised the study stated that these ten areas cover about 70% of the jobs in which women are employed for wages or salaries (it is expected that these results have somewhat changed.) This study reached three general results:

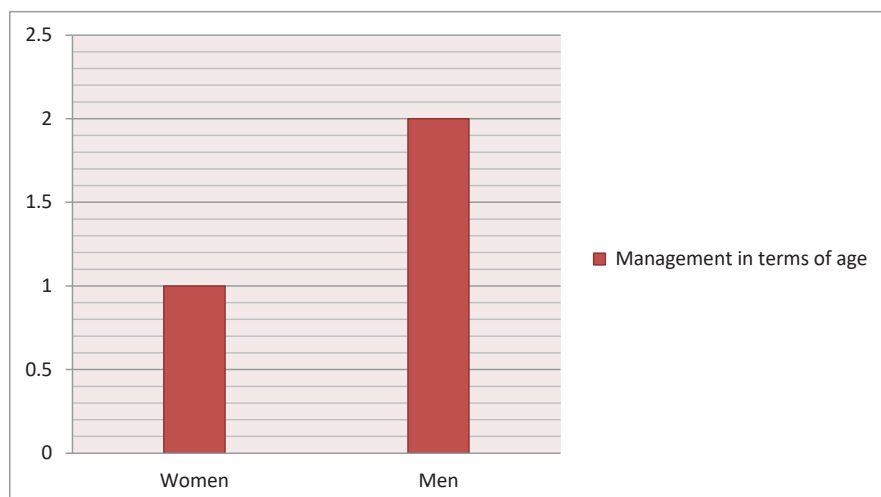
Women who hold middle or high management leadership positions in the ten fields mentioned, and were subject to the study, are generally at a lower level of education, younger in age and more likely to be workers in the temporary work style. They may also be less likely to be married than men who hold jobs of the same type and level.

There are differences in four of the aforementioned fields of work. In addition, clear statistical differences appeared between the number of administrative positions occupied by women compared to those occupied by men. The ratio was clearly in favor of men, while the opposite was observed at one of the fields under study.

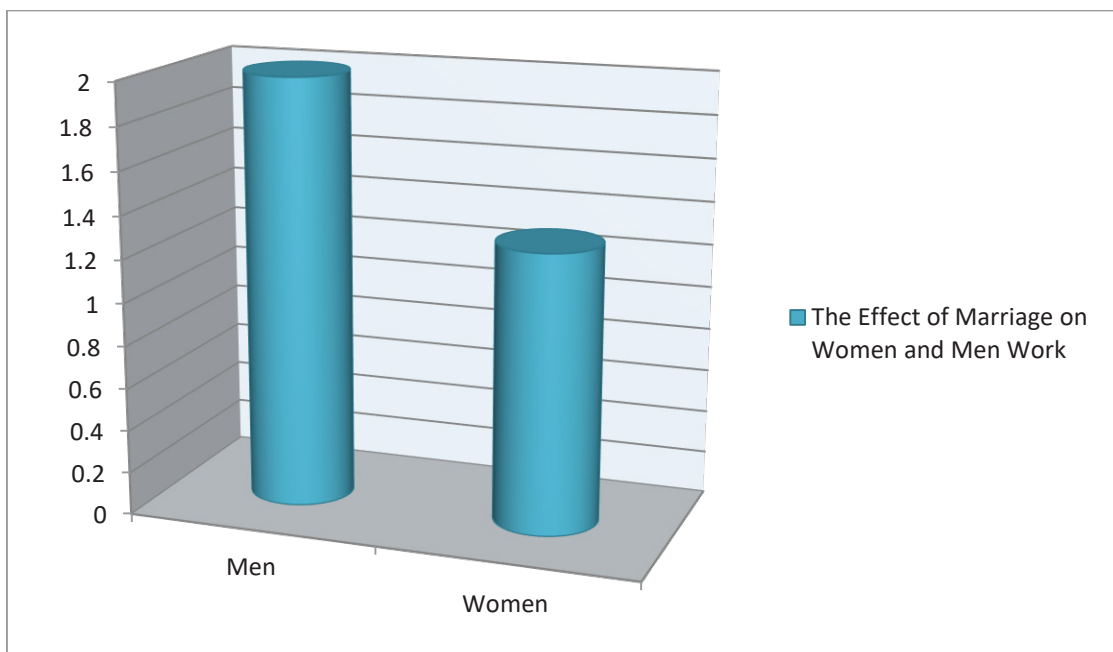


The study found that full-time female managers earned less than male managers in all of the work areas included in the study. This comes after fixing the variables of education, age, marital status, and gender. In order to notice the types of differences in dealing with women who hold advanced administrative positions, some of the following results and figures can be reviewed:

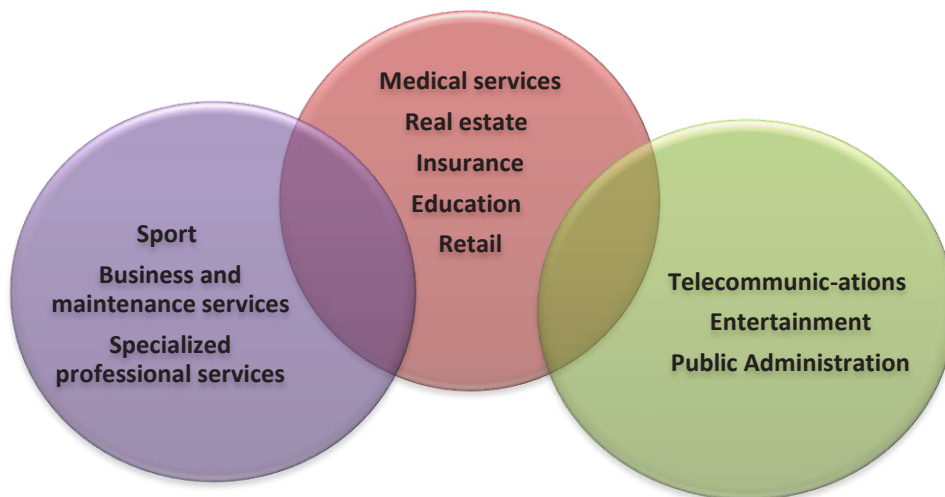
- 1- In most of the fields of work studied, women managers were younger than their male counterparts who hold the same level and type of jobs. This is considered a positive step in favor of women, since they were able to reach these administrative positions in a shorter period and at a younger age, or that their promotion to these jobs was faster than their male counterparts.



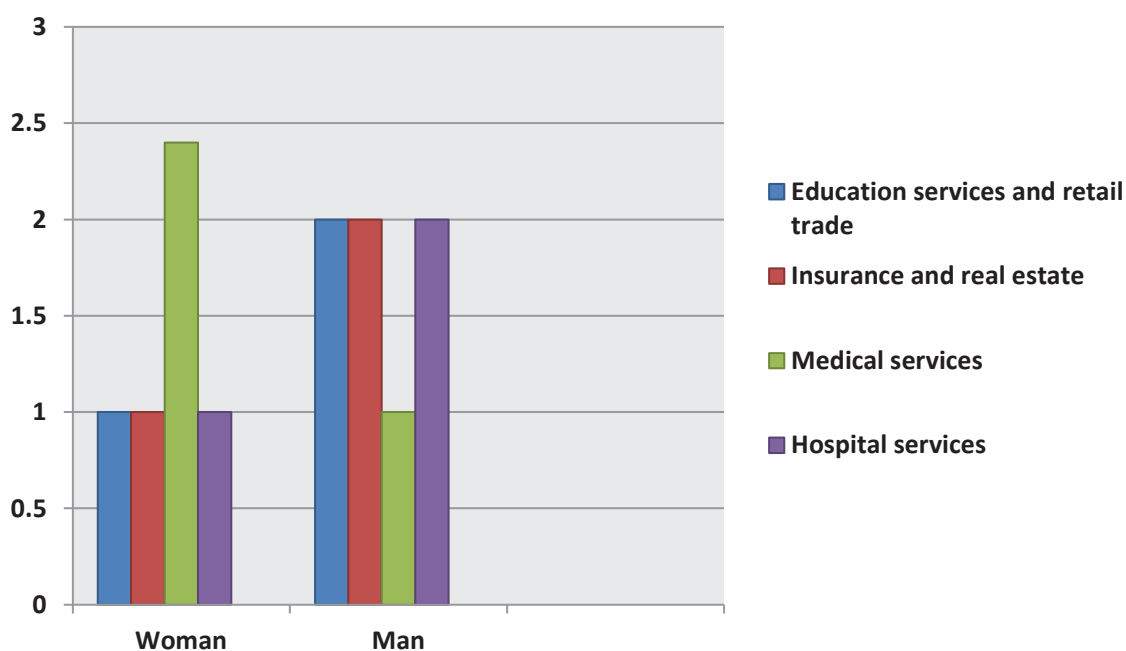
2- Female managers in the majority of the ten fields are less likely to be married by nearly the third compared to their male counterparts. Perhaps this result reinforces the belief that “the main role of women in most societies is raising children, taking care of the family, taking care of the house, and then going out to the society to work and have business matters.” Therefore, women in Western societies generally prefer not to marry, have children, or take care of a family if they decide to have academic, practical, or career aspirations, since it is often difficult for them to combine the two roles unless they make a great deal of efforts.



3- There are no significant differences in five practical fields (within the study sample) between the number of jobs occupied by women and those occupied by men. These areas include: communications, government general administration, business and maintenance services, entertainment services, sports, and other professional and specialized services. Regarding the remaining five areas of work and activities included in the study, significant differences appeared between the jobs occupied by men and those occupied by women.



In the fields of education services, retail trade, finance, insurance, real estate, hospitals and medical services, women in senior administrative positions were less than that of men. In the field of jobs, administrative, specialized medical, and professional, it was the opposite, as women occupy approximately 90% of the opportunities or jobs available in the field under study.



4- Full-time female employees were generally paid less than males, and the difference in wages could be up to a third of what men earn at the same level of jobs.

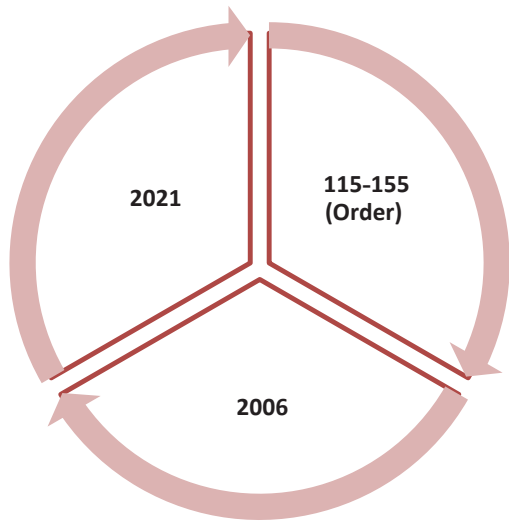


In general, women work, and their functional and general rights and privileges that they enjoy are subject to many criteria, variables, controls and matters, including: religious, legislative (legal) and social standards. In all cases, the situation of women in many countries are currently much better in terms of freedom, rights and privileges, especially with regard to work, study and training. Due to the change in economic and social conditions in the world in general, it is noticed that competition has been more intensified between men and women, and that available opportunities may change or decrease, and survival of the fittest.

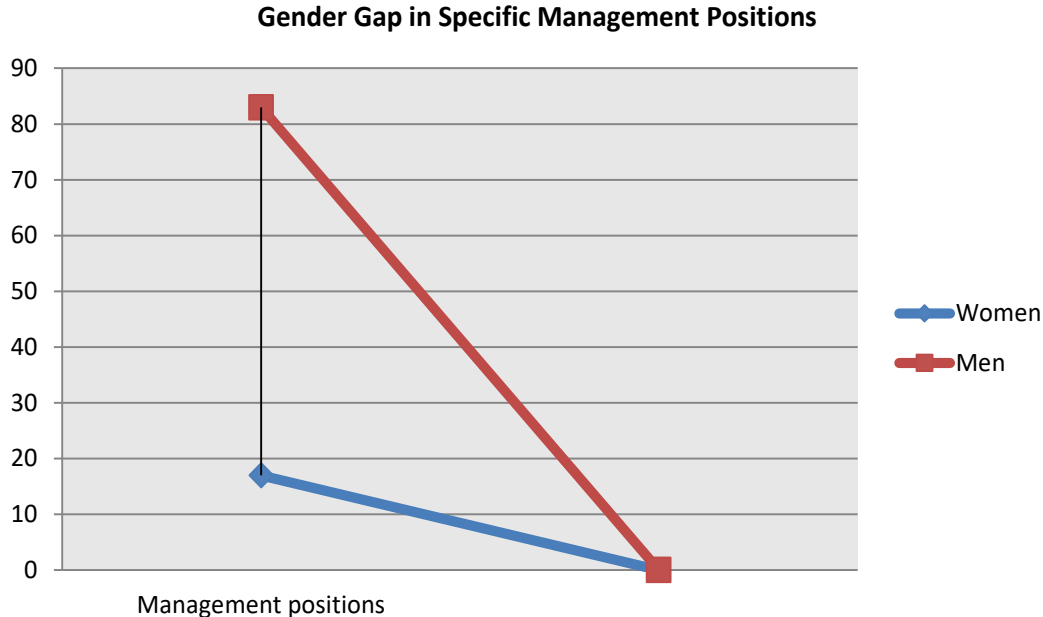
The Status of Yemeni Women and Their Administrative Capabilities:

Although Yemeni women could be present in both public and private sectors, this presence is limited to the lower administrative levels. In addition, technical professions are restricted to men only. It is rare to find women working in high-tech jobs because technical professions require technical skills possessed by women. According to the Global Gender Gap Report (2020), women work is mostly concentrated in administrative tasks. Women’s economic participation and opportunities are the second largest major gap out of the four gaps addressed in the report, which showed the deterioration of the gender gap in Yemen. Yemen ranked 115th in 2006, while it ranked 155th in 2021 as a result of the collapse of the political and economic systems due to the ongoing conflict.

A figure showing gender gap in economic participation and opportunities for Yemeni women



Reports also indicated that the rate of men’s participation in the labor force in 2020 was 27.2%, compared to 6.3% for women. Moreover, there is a big gap between women and men who work in technical jobs such as professional work or even some administrative positions such as monitoring and evaluation competence, in which women represent 17% compared to 83% of men. However, technical skills represent the future of employment. The Future Jobs Report (2020), issued by the World Economic Forum, indicates that there are specific skills required for the future, including critical thinking and analysis, problem-solving, self-management, in addition to active learning, stress tolerance and flexibility.

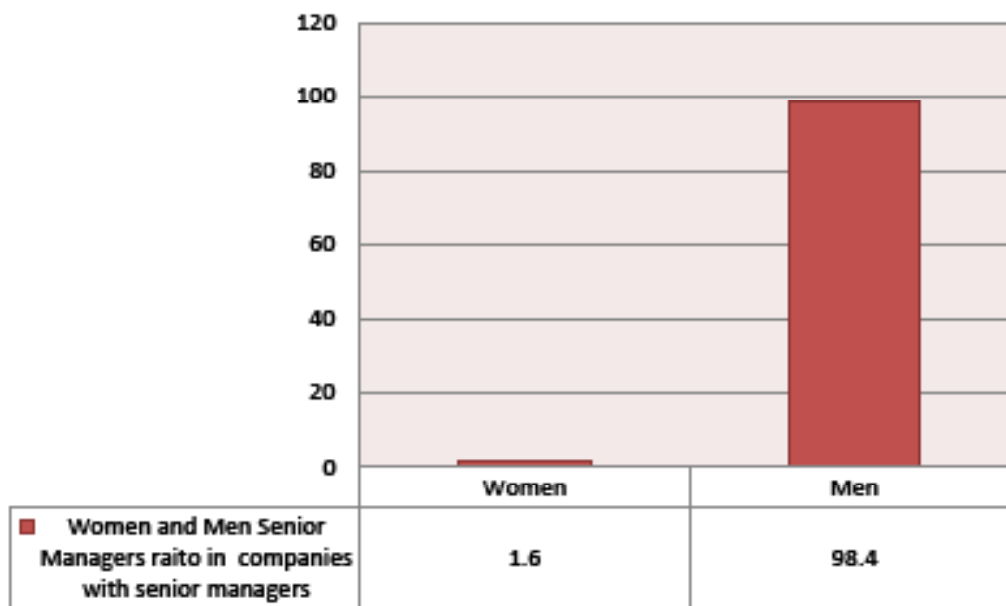


Excluding Yemeni women from leadership or technical positions and not giving them the required attention to enroll women and girls in technical courses in schools or education centers weaken women’s capabilities and limit their confidence in their abilities. Due to the discrimination among some members of society, Yemeni women become weak and do not trust their abilities in the field of competition or applying for substantial work that requires high technical and leadership skills.

The conflict in Yemen has led to some changes in the work environment for women, with Yemeni men participating in the battles and the disappointment that befell some of them because of losing their jobs. This has led Yemeni women to confront the obstacles they face, try to overcome social and cultural restrictions, and work in jobs usually held by men. Opportunities for Yemeni women to work and generate income have increased especially in the civil society sector. Working in non-governmental organizations and private institutions has become preferred by women and is more available than work in government institutions. International non-governmental organizations are trying to work for the sustainable development goals adopted by the United Nations Development Program, which opened the door for qualified women to work. The fifth goal of the sustainable development goals calls for achieving gender equality in empowerment, and giving more opportunities to women. This contributes to achieving gender balance in the labor market.

In addition, the presence of Yemeni women in the technical and economic fields is still limited. Information in the Gender Gap Report issued by the World Economic Forum in-

indicated that 6.6% of companies are owned by women, while 93.4% are owned by men. However, 1.6% of companies have female senior managers, compared to 98.4% for men. Some researchers argue that the main reason is that women lack technical and leadership skills, which is not due to their nature, as some people say, but rather the result of the exclusion that women have suffered in the Yemeni society for decades. Although Yemeni women are more active in the informal sector, the Gender Gap Report (2021) indicated that in the workforce, there are 82.2% women, and 77.1% men.



It should be noted that most of the support provided to Yemeni women does not focus sufficiently on enhancing women’s technical or personal capabilities, despite the need to increase their technical capabilities. Therefore, they cannot compete in the labor market alongside their male colleagues. It may be appropriate for Yemeni women to unite their efforts by establishing unions or federations aiming at building the capabilities of women in leadership positions. The international community, which seeks support for Yemen, needs to reallocate its funds and adjust its plans in a way that enables women to assume effective management positions, whenever possible. Furthermore, supporting women is a joint responsibility of all members of society. However, women are the ones most in need of leading this movement to bring about changes in their situation. They should not expect society to give it without demanding. If it happens, it may be in an aspect that is not a priority for women.

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• **Skills for Successful Women Leaders:**

Every person hopes to have the qualities and criteria of a successful leader and administrator in his/her career. Therefore, he/she can achieve success and confidence in his field of work and his life affairs. Accordingly, many researchers and experts in the field of management and successful leadership stress on the need for many important characteristics of man in general, and women in particular in order to achieve the characteristics of a successful leader. The most notably were the following:

• **Self-Belief:**

Certainly, firm self-belief is an important trait in a woman leader, not in the sense that she has to prove that she is better than everyone around her, but rather in her ability to strive. It is often women who have a deep sense of confidence are more inclined to accept criticism and comments on their leadership methods. Self-belief is one of the most important leadership qualities of women.

• **Focus:**

Focusing on achieving goals is one of the most important qualities of women leadership in the field of management. Women's business management maintains a clear vision of what they want to achieve, whether in the short or long term. The aspects of this vision vary in women's management according to the conditions, but commitment remains constant.

This is often evident in women's management by focusing on achieving women's effective participation in the labor market to balance between their professional commitments and their lives outside work. So, maintaining this precarious balance requires creativity and flexibility. Hence, focus is as an essential quality of a woman's leadership.

• **Building and Leading Teams:**

One of the leadership qualities of women is building and leading teams. Perhaps it cannot be said that women are better at developing relationships and building teams than their male peers. Nevertheless, they can benefit from women's management because of their intuitive nature in recognizing conflict within teams and then seeking to resolve it. They can also use their emotions to favor a team approach, rather than asking the individual to take on a challenge that is too big. It is also an important quality of women's leadership.

Some researchers and specialists in the field of management and leadership skills have identified a number of important qualities and elements that must be present in both men and women. In order to achieve the required success in the field of management, the following have to be applied:

- **Effective Communication:**

One of the most important leadership skills is being a good communicator, according to the experiences of managers with challenging tasks. Effective communication is the most important skill that can be observed in successful leaders. It includes skills such as: effective use of non-verbal language such as: eye contact and body language, the ability to read and write well, as well as actively listening to others' opinions. These skills are essential in getting people to form strong relationships while influencing other people positively. Communication with leaders has many features in the sense that leaders must focus on ensuring that workers clearly understand the desired goals and vision.

- **Trustworthiness:**

Successful female leaders have enough strong qualities to make them trustworthy. This means that a successful leader always gains people's trust. In this regard, they tend to create a climate that fosters trust. Teams are usually committed to achieving set goals. High levels of trustworthiness among women leaders are associated with clear communication skills and a free flow of ideas. Therefore, this skill is essential to ensure employees become more comfortable, willing to adapt to change, and demonstrate willingness to embrace new visions and goals.

In order for women leaders to achieve ambitions, they should have such a quality. They also must be willing to listen to others, fulfill the commitments they have undertaken, and be willing to accept their mistakes during planning to implement appropriate corrective actions.

- **Problem Solving and Critical Thinking:**

It is important to address problems resulting from global problems, such as competition, poor economic stability, and technological and professional innovations. Successful women leaders need to be able to solve various organizational problems. This requires presenting important questions that revolve around specific problems, collecting and studying all relevant information that must be available. This also requires evaluating the situation and finally reaching a studied result. Therefore, successful women leaders seek to have the ability to think carefully of the various consequences associated with the many decisions made.

- **Self-Confidence:**

Successful leaders and managers need self-confidence, especially when it comes to making decisions. If you are not confident in making and sticking to your decisions, you are not qualified to be in a leadership position. Therefore, one of the most important features and characteristics of a successful female leader is self-confidence. In order for women to succeed in gaining confidence, they must understand the issues at hand and be prepared with the information they need. They also have to be aware that they may fail at times. However, they must not be afraid of making decisions that have a positive impact on their leadership because this is what determines their success.



Social and Emotional Intelligence:

The characteristic of social intelligence (emotional intelligence) is one of the most important qualities of a successful woman leader. Emotional intelligence can be understood as the ability to understand and manage individual emotions, as well as the emotions of others around us. That is why it is also called social intelligence. It includes the critical qualities that a successful woman leader must display such as: the qualities of social skills, empathy and self-awareness. A woman leader must be able to communicate well and work with others wisely, rationally, in a psychologically balanced way, and with a future vision in order to achieve the success of all employees working with her.



It is also necessary to identify ways for effectively managing negative feelings and stressful situations so that they are not affected when making decisions and judgments. Women must be always ready, prepared, determined and constructively criticizing.

Innovation and Creativity:

Innovation and creativity are two of the most important leadership skills in the daily business environment. There is increasing competition and a high level of uncertainty. Successful women leaders have a high level of creativity and innovation in terms of facing various organizational challenges through the use of effective points of view, different work methods, and embracing diversity.

For the effective use of creativity and innovation, women leaders must pay attention to the fact that employees are provided with all the tools they need to perform their work, including: training, software and computer skills. Successful women leaders must also constantly encourage their subordinates to be bold in the field of creativity and innovation while raising the morale of individuals when needed.

Strategic Vision:

Successful women administrators have the ability to influence other leaders and make the required changes in their institutions. Leaders are often delegated to deal with difficult issues in institutions and are greatly influenced by external organizations, institutions or labor market. They usually show the characteristic of anticipating what may happen in the future and tend to encourage this type of thinking among followers. In order to develop a strategic vision, a successful leader must ask employees about issues the organization may face, including external forces in the industry that could jeopardize the company's performance.

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