

Killing the Job Satisfaction in Them: Leadership Culture and Female College Employees in Family-Owned Educational Institutions in Saudi Arabia

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Abstract

Female employees at Mohammad Al-Mana College of Health Sciences (MACHS) appeared frustrated in their workplace. The researcher's speculation was that the main factor behind their frustrations was not due to life stressors particular to the highly conservative and restricted Saudi way of life, nor to their feeling of being threatened or unappreciated at work, as sometimes was apparent; rather, it was due to the leadership culture of MACHS. Results indicated some job dissatisfaction and yielded a need for genuine changes in MACHS' leadership approach, with uniquely interesting implications for both family-owned educational institutions and the female workforce of ultra-conservative societies.

Keywords: Job dissatisfaction; female employees; leadership culture; Saudi society; family-owned institutions; employee absenteeism

1. Introduction

The Kingdom of Saudi Arabia is the third largest Arab country in area and is in government an Islamic absolute monarchy. It is located in the Arab Gulf region and is commonly called "The Land of the Two Holy Mosques" in reference to Makkah and Madina, the two holiest Islamic cities. Its population, in its entirety, practices Islam, the country's official and only religion. Economically, Saudi Arabia is petroleum-based and is a considerably fast-growing country but socially, it struggles with trying to achieve the objective of being up to date with international developments while simultaneously being pulled back by ultra-conservative Salafi (or sometimes called Wahhabi) religious beliefs. Salafi Islamic beliefs advocate adherence to traditional activities, Islamic dress-code, and "a code of modesty that rests on the dignity and reputation of the woman, with restrictions on interactions between men and women" (Metcalf 2007, 59) These beliefs, in addition to a number of other pre-Islamic cultural customs that have become entrenched in the Muslim way of life to the point where they are often accepted as Islamic rules, certainly affect Saudi women more than men (Hamdan 2005). This is due to the fact that such beliefs do not allow women the same types of freedom and place more restrictions on them in terms of a number of social, political, and business activities.

Still, however, Saudi women have managed to overcome the many restrictions imposed on them and have succeeded- like other women in the Arab Gulf States- in outperforming men in education (Al-Mamoud 2005). In particular, Saudi women "...consistently do better on standardized school tests and achieve higher grades than their male counterparts" (Kapiszewski 2001, 236). They have also succeeded in entering the workforce through many fields, mainly through the education and medical sectors. Still however female participation in the labor market is generally low (Baki 2004) Because of many social reservations and pressures, most women in Saudi Arabia work in environments that are restricted only to women like girls' schools, ladies' beauty centers, female branches of banks or companies, etc. Hospitals, of course, have always been an exception due to their gender-mixed nature and the difficulty of implementing any form of segregation in them. Only recently have women been permitted to work in other environments alongside with the men; still however many women, Saudi in particular, prefer being employed in female-only workplaces for different reasons, among them the fact that sex segregation gives them a professional advantage since they do not have to compete with their male counterparts for jobs or positions (Fakhro, 1996). A lot of the challenges faced by the women in female work environments are quite similar to those faced by the men in their workplaces.

These challenges, however, tend to have a greater toll on the women because of the many different roles the women are expected to play and balance in such conservative societies both inside and outside of the house. This is in addition to the persistent stereotypes and conservative beliefs that women need to wrestle with in these societies, like: the stereotype that a woman is better off raising children than working outside the home (Al-Mamoud 2005), the recognition of the man as the sole provider of the family, and the Islamic concept of *qiwama*, which refers to the man's protection of a woman's dignity and honor in the private and public spheres. Linked to this idea in the public sphere is a woman's obligation to ask her husband's approval to be permitted to work (Metcalf 2007). In light of all this, one wonders about the extent of the frustrations caused by the workplace challenges faced by the women: is the intensity of the frustrations in a particular work environment due to the challenges themselves or is the intensity exaggerated because of all the different life pressures faced by the women in such a conservative society? In other words, are the conditions in a certain workplace for women really so bad or are the women perceiving them to be such only because they happen to be overwhelmed by other life stressors that are mainly due to their extremely conservative and restricted society? To tackle this question, an investigation of one of the women's workplaces in Saudi Arabia was required and Mohammad Al-Mana College of Health Sciences (MACHS) in the city of Al-Khobar appeared to be a perfect site for this purpose; since, it happened to be relatively small in number of female staff to conduct a qualitative research study in it and its employees appeared to be, in general frustrated and discontent at work.

2. Background and Purpose of the Study

MACHS is a new institution that offers three main health science undergraduate programs, which are nursing, medical lab technology and pharmacy. It has two branches: one for the female students and one for the male students. The female branch at the time of this study consisted of a total of twenty-seven staff members excluding the human resources personnel and staff in upper administration. Eighteen of them were academic faculty members and the remaining nine were administrative support staff. The non-Saudi female employees at MACHS outnumbered the Saudis- something which is quite common in higher education institutions in Saudi Arabia, for there is a great dependence in the country especially on expatriate academic staff. Most of MACHS' non-Saudi employees, however, had been in Saudi Arabia for quite some time and were very much accustomed to the Saudi way of life with its many restrictions.

What was quite noticeable at MACHS, based on the report of a focus group of six human resources (HR) and administrative personnel, was a general lack of satisfaction at work on the part of its employees, Saudi and non-Saudi alike. Indicators of this dissatisfaction, according to the focus group, were their high rate of absenteeism and tardiness, their constant complaints, as well as a widespread tension in the relationships between them. Although studies on the relationship between absenteeism and job satisfaction appear to be inconsistent, job satisfaction has been documented as one of the factors influencing an employee's motivation to attend (Josias, 2005). Job satisfaction, as one of the most widely studied variables in the history of industrial and organizational psychology (Spector 1997), is usually thought of as an affective reaction to work (Bowling et al 2005) and is defined as a pleasurable or positive emotional state that arises when people reflect upon and assess their job or job experiences (Locke, 1976). It is "...estimated to account for a fifth to a quarter of life satisfaction in adults" (Grawitch et al. 2006, 130). Job satisfaction therefore is an integral construct of an employee's well-being (Goetzel, 2003).

It is also usually closely related to increased job performance (Judge et al. 2001) as well as to increased productivity and a competitive advantage for an organization (Grawitch et al. 2006). Because of its significance as a construct, the researcher decided to assess MACHS' employees satisfaction level and discover if they were really dissatisfied at work and not just appeared to be so and, if yes, what factors could have been causing their dissatisfaction. The researcher's speculation was that the main factor most probably was not really their feeling of being overwhelmed by life stressors that are mainly due to their extremely conservative and restricted society. Nor was it their feeling of being threatened at work or lack of job security nor their feeling of being unappreciated, as sometimes was apparent; rather, those were just symptoms of a more serious cause related to the leadership culture existing in their work environment- a culture which the researcher was extremely familiar with, having had the chance in the past to work closely with MACHS' leadership. The purpose of this study therefore was to check first the extent of MACHS' employees job satisfaction/or dissatisfaction and second if the researcher's speculation is true and if yes, to suggest ways to change the leadership culture at MACHS to produce much better results in terms of both job satisfaction and performance.

The researcher's speculation regarding the leadership culture as possibly the main factor behind the employees' dissatisfaction was based on the fact that MACHS is a privately owned family business with a highly-individualized top-down leadership and on the belief that such kind of leadership impedes the existence of a healthy organization that usually promotes, as ample evidence in the literature indicates, employee well-being and job satisfaction through: recognition of its employees (Browne, 2000), providing its employees with work-life balance opportunities (Higgins, Duxbury, & Irving, 1992), employee involvement (Lawler, 1991; Vandenberg, Richardson, & Eastman, 1999), and employee growth and development (Pfeffer, 1994; Browne, 2000). The proof for a highly-individualized top-down leadership at MACHS is simply the fact that the all major decisions are made by one leadership figure, who happens to be one of the daughters of the family owners. In addition, these decisions can usually change without a committee's or team's review and based only on the leader's opinion, change of heart, or even mood.

This study was important because of the fact that MACHS, like many other colleges and schools in Saudi Arabia, is a privately owned family business with a highly-individualized leadership and as a result, the work environment in it and its qualities as an institution or organization may be a reflection of what the situation is like in many other analogous settings. A better understanding of MACHS with suggestions on how to improve its work conditions, therefore, may lead to a better understanding of, and improvements in, other similar institutions in Saudi Arabia and elsewhere.

3. Conceptual Framework

This study was guided by a conceptual framework based on:

- The view that effective leadership is the ability to involve others in the process of achieving shared goals within some large system or environment (Dilts et al, 2002);
- The belief that a distributed perspective on leadership, *i.e. a leadership practice well-defined in the interactions among and between the leaders, followers, and key aspects of situations*, can lead to a healthy educational organization; and
- Stephen Covey's principle that the new knowledge worker age necessitates the addition of an 8th habit, which is "to *Find your Voice and Inspire Others to Find Theirs*" (Covey, 2004, pp.4-5). In other words, it necessitates the empowerment of oneself as well as the endowment of others with some power.

4. Materials and Methods

A focus group of six human resources (HR) and administrative personnel working at MACHS took part in this qualitative study. The researcher held an informal discussion with them as a group, in order to acquire an idea about the work atmosphere existing at MACHS and to discover their views on the extent to which MACHS' employees are satisfied and productive in their workplace. Because the discussion with the focus group resulted in what appeared a kind of a general lack of satisfaction at work on the part of MACHS' employees, Saudi and non-Saudi alike, a study of the employees themselves became necessary for a more accurate examination of the situation. Indicators of the employees' likely dissatisfaction were, according to the focus group's report, their high rate of absenteeism and tardiness, their constant complaints, as well as a widespread tension in the relationships between them.

In addition to the focus group, 25 of the 27 female MACHS' employees took part in a survey in which they were required to answer 30 questions. Figure 1 in Appendix A displays these questions. The participants were surveyed only after filling a form about their demographic data and giving their official consent to take part in the study. The purpose of the survey was to discover the reasons why they work and to assess their feelings towards their job and productivity; their preferences and ambitions; their learning and development opportunities at MACHS; and their relationships with their colleagues, direct supervisors, and upper administration. The study took place in February 2011. Its main researcher was assisted by an acquaintance who works at MACHS and who volunteered to help in distributing the survey to and collecting it from the participants. The acquaintance herself however was not a part of the study.

The demographic data collected yielded the following information:

- The age range of the participants was from 22-57 years;
- Thirteen of them are married, 10 are single, and 2 divorced;
- Of the 13 married participants, 12 have spouses who are employed while only 1 has a spouse who is unemployed;

- With regards to the participants' educational level, 2 are Ph.D. holders, 10 are Master degree holders, 11 are Bachelor degree holders, and 2 are high school graduates.
- The participants' total years of experience range from 1-36 years but the majority (17 of them) have more than 5 years experience.
- In relation to years working at MACHS, the range for the participants was from 3 months to 4 years.

5. Results

Once the survey was completed by all the participants, the researcher and an outside evaluator went through all of the collected data and recorded it in an organized fashion in a table, *Table 1* in Appendix B that displays the participants' answers in terms of percentages. After that, they categorized the data according to 6 meaningful clusters and themes listed below:

5.1 Reasons for Working

More than half of the participants (60%) have a financial need that forces them to work while a considerable number of them (40%) do not. However, all the participants would still choose to work if they had the choice not to. Putting financial reasons aside, more than half of the participants (52%) work for self-fulfillment and a few (4%) work only to learn new things. Some participants (20%) work to learn new things, meet new people, and get out of the house.

5.2 Feelings towards the Job:

Most of the participants (84%) like what they do at MACHS while the rest (16%) do not. However, all of the participants feel that what they are doing is important. Only some (24%) feel overworked in their current job while the majority (76%) does not. The majority (76%) also feels the work challenging enough and only some participants (24%) feel that their job is too easy. More than half of the participants (52%) feel somewhat comfortable in their workplace, some (36%) feel very much comfortable, and a few (12%) do not feel comfortable at all. About half (48%) of the participants feel somewhat appreciated for what they do at their workplace; a considerable number (40%) feel very much appreciated and a few (12%) do not feel appreciated at all. The majority (68%) feel underpaid relative to the quality and quantity of work they do and a considerable number (32%) feel rightfully paid. None of the participants feel overpaid. A considerable number (40%) feel proud and special by being working women and some (28%) feel useful. A few (10%) feel proud and an equal number (10%) feel useful and happy. Some (12%) feel both useful and proud. In relation to being provided with a sense of freedom that they would not normally have enjoyed had they not been working women, the majority of the participants (72%) responded in agreement to this statement; while the rest (28%) responded that they would have enjoyed the same freedom whether they were working or not. Finally, the majority of the women (76%) responded that they are managing to balance between their family life and their work and only some (24%) are not managing to balance between the two.

5.3 Preferences and Ambitions

Most of the participants (68%) aspire to become better at their current job while some (32%) aspire to find a job in another place. The majority (72%) consider themselves initiators who come up with new creative ideas and the rest (28%) think of themselves as employees who are good at applying the ideas and instructions handed down to them by others. Less than half of the women (44%) believe that their current job is very much satisfying their expectations of themselves in terms of what they believe they can do and accomplish and the same number (44%) believe it is satisfying their expectations but only minimally; only a few (12%) believe that it is not at all satisfying their expectations. As regards the events or activities that make the workplace more exciting to the participants, the majority (64%) rated social celebrations like holidays, birthdays, and baby showers as the highest while a few (12%) selected as highest outside visitors and speakers and an equal number (12%) selected sponsored events like educational fairs and health symposiums. A few (8%) rated staff development and training events as highest and another few (4%) rated incentives.

5.4 Productivity

The majority of participants (64%) consider themselves as doing their best at work and the rest (36%) consider that they are trying to perform well but know that they can do better. None of the participants believe that they are not doing enough or that they are doing just as much as is expected of them.

More than half of the participants (56%) reported that they would do a better job if they were to receive an increase in salary whereas the rest (44%) reported that their performance would not change since they believe that they are doing their best anyway.

5.5 Learning and Development Opportunities:

More than half of the women (60%) feel that they are given enough space to sound their opinion in their workplace; while some (40%) feel that they are not. The majority (84%) believe that they are encouraged to take initiative at MACHS and only a few (16%) believe that they are prevented from doing so. Finally, more than half of the participants (56%) reported that the staff development (SD) or training opportunities at MACHS are sufficient but only some of them (44%) find these opportunities useful. The rest of the women (44%) reported that these types of opportunities are not sufficient and most of them (28%) find the few opportunities available useful.

5.6 Relationships in the Workplace:

- *Relationship with Direct Supervisor:* The majority of the women (80%) feel understood from their direct supervisor and only a few (20%) feel not understood. A majority (88%) also describe their direct supervisor as cooperative and supportive.
- *Relationship with Upper Management/Leadership:* A considerable number (68%) of participants reported that people in upper management make them feel important but not irreplaceable and a few (8%) reported that they make them feel not important and easily replaceable. Only some (24%) reported that they make them feel important, needed, and irreplaceable. In relation to whether the leadership at MACHS allows its employees to take part in the decision-making process, a considerable number (68%) of the participants reported that it does not allow them and some (32%) reported that it somewhat allows them but the final decision is always for those who are leading. None of the participants reported that the leadership always allows them to take part in the decision-making process of the college. Finally, the majority of the women (76%) reported that the leadership at MACHS is not at all in touch with, and fails to cater to, its staff's needs, challenges, and problems; while some (20%) reported that it is somewhat in touch and only a few (4%) said that it is very much in touch with their needs and challenges.

Relationship with Colleagues: More than half of the women (64%) reported that the relationship they feel existing the most between them and those they work with is that of cooperation, teamwork, and support. The rest (36%) reported a relationship of rivalry, competition, and jealousy. Almost half of the women (48%) reported that being the best among those they work with is as important to them as the work they do while some (44%) reported that it is the most important thing to them. Only a few (8%) reported that being the best is not very important. Most of the women (48%) reported feeling inspired by new employees who join their department and seem to be extremely knowledgeable, kilful, and professional. Some (20%) however reported feeling worried and threatened by them and a few (12%) reported feeling admiration towards them. The remaining participants (20%) reported feeling both admiration and inspiration towards such employees.

6. Discussion

Most of the participants seem to work as a matter of choice although many of them also have a financial need to work. As regards to being working women, in general, all them happen to have positive feelings (e.g. pride, usefulness, happiness, being special) about it and the majority of them feel that it provides them with a sense of freedom that they would not have normally enjoyed. The majority of them moreover seem to be balancing well between family life and work. What this implies therefore is that the researcher's speculation- *that the main factor behind the employees' high rate of absenteeism and tardiness, constant complaints, and tension in relationships was most probably not really their feeling of being overwhelmed by life stressors that are mainly due to their extremely conservative and restricted society*-appears to be correct.

In relation to their work at MACHS in particular, most of them happen to like what they do, feel that it is important, and find it sufficiently challenging. . They believe it is satisfying their expectations of themselves in terms of what they believe they can do and accomplish. Most of them, in addition, are comfortable in their workplace and feel that social celebrations (e.g. holidays, birthdays, baby showers, etc.) would make it more exciting. Although many of them feel appreciated for what they do, they still believe that they are underpaid relative to the quality and quantity of what they do. Nevertheless, the majority of them aspire to become better at their current job although most of them consider themselves as trying their best.

There are some, however, that know that they can still do better, and a considerable figure of the total number of participants believes that an increase of salary would make them do a better job. The majority of them also consider themselves in their job as initiators who come up with new creative ideas instead of just mere followers and believe that they are actually encouraged at MACHS to take initiative. A considerable number of them also believe that they are given enough space to sound their opinions and are provided sufficient SD or training opportunities, despite the fact that in some cases these opportunities are not found to be very much useful. It appears safe to argue at this point that, as indicated by the results, employees at MACHS are not really totally dissatisfied at work and that there are only some aspects which they would like to see improvements in, mainly in salaries and in the types of SD opportunities provided. Their dissatisfaction level seems to be therefore only partial, especially since most of them reported liking what they do, feeling comfortable in their workplace, and believing that the work they do is important and that it satisfies their expectations of what they can do and accomplish, etc. What explains then the high rate of absenteeism and tardiness, constant complaints, and tension reported by the focus group? The only thing remaining to look at is the relationships at the workplace to see if they could be a possible reason.

The employees' relationships with their direct supervisors, as the results indicate, seem to be quite positive, since most of the participants reported feeling understood from their supervisors and described them as being cooperative and supportive. Similarly, the relationships with colleagues, as reported by a considerable number of the participants, are ones of cooperation, teamwork, and support. Although, some rivalry, competition, and jealousy were reported as existing among and between some employees, the number of those who reported positive relationships was larger and more than half of the total number of participants. In addition, the majority of participants reported feeling inspiration and admiration towards new employees who are extremely knowledgeable, skillful, and professional. In other words, most of the participants do not seem to be threatened by their work colleagues. This being said, it is safe to assume that the relationships with the supervisors and those among and between the co-workers are most probably not so bad to make some employees want to absent themselves from work or to constantly complain or create tensions with others.

What are left to look at, therefore, are the relationships of the employees with people in upper management and those in leadership positions at MACHS. Based on the results, the majority of participants reported that people in upper management and leadership do not allow them to effectively take part in the decision-making process, do not make them feel irreplaceable although they somewhat make them feel important, and do not cater to their needs, challenges, and problems. In a way, they reported that the leadership at MACHS is somewhat out of touch or disconnected from them as both employees and individuals. In light of this, it is safe to suggest that most probably the main reason behind MACHS' employees high rate of absenteeism and tardiness, constant complaints, and tension of relationships, is the culture being spread by the upper management and leadership- a culture that primarily appears to discourage employee involvement and which, in a way, weakens employee accountability and the sense of belongingness to the workplace.

It also seems to be a culture that fails to notably recognize its employees, by not providing them with reasonable and decent salaries, which happen to be under the sole control of the MACHS leadership constituted of the family members owning this business organization. It also does not notably recognize its employees by failing to make them feel irreplaceable and by being disconnected from their needs, challenges, and problems. This probably explains the bad choice of SD and training opportunities at MACHS, since no decision is being taken from above and no effort is being made to truly understand what is needed by the staff to be trained and developed. Without employee involvement, notable recognition of employees, and adequate employee growth and development, therefore, MACHS lacks some of the main ingredients necessary for making it a healthy organization that promotes employee well-being and job satisfaction. This, of course, seems to be caused by the leadership culture existing in it.

7. Conclusions

Based on the discussion of results above, it is safe to conclude that the extent of the frustrations exhibited in the workplace by women in Saudi Arabia cannot be really attributed to the different life pressures faced by them in such an extremely conservative and restricted society. In other words, when the women exhibit intense frustrations, it is usually in part due to actual bad working conditions and not really a matter of the women just perceiving them to be so, only because they happen to be overwhelmed by other life stressors resulting from their extremely conservative and restricted society.

Besides, by the time the women join the workforce in Saudi Arabia, they are usually highly accustomed to the Saudi way of life and have learnt to effectively cope with its many restrictions that they no longer allow these restrictions to act as obstacles in the way of their successes. In the case of MACHS, what makes the working conditions somewhat undesirable and what happens to possibly be the main factor behind the employees' dissatisfaction appears to be, as the researcher initially speculated, the highly-individualized leadership culture existing in it. MACHS, as a privately owned family business with such a type of leadership, seems to fall short of being a healthy organization that usually promotes employee well-being and job satisfaction. What seems to be needed at MACHS, therefore, and at any other similar college in Saudi Arabia and elsewhere that is a family-owned business with a highly-individualized leadership, is a change in leadership culture, to produce much better results in terms of both job satisfaction and performance. This change of culture can materialize through better recognition of employees, more employee involvement, and a higher degree of integration from the side of those in upper management and leadership to better understand and cater to employee needs and challenges.

To ensure such kind of integration, those in upper management and leadership need to ensure that they are appropriately connecting with their people. They can do so by assessing the extent to which they listen to others and learn from what they hear, as well as, the extent to which their staff view them as true problem-solvers, come to them with problems, and actually see them around in the workplace (Baltoni, 2010). Furthermore, lately, there has been worldwide increasing interest in, and success stories of, the idea of shared or distributed leadership whereby decision-making is delegated to a number of staff members in the organization (van Vugt, 2008) and the relationships are built on trust, collaboration, communication, joint problem solving, and honest feedback (Smylie et al., 2007). Implementing such an idea at MACHS, as well as at other similar workplaces, will most likely result in an emphasis on interdependence and shared interests, values, and goals, which could reduce or even eliminate some of the existing problems like absenteeism, tardiness, and tension in relationships.

Female educational institutions in Saudi Arabia and elsewhere, therefore, as family-owned businesses, are not necessarily doomed to failure, as is commonly believed by many in the Arab Gulf region. There is a light in the end of the tunnel for such institutions, which only shines with increased understanding, involvement, and empowerment of the women working within their walls. In the case of working relationships, empowerment of others can bring new freedoms to both the empowered and to those who empower (Gardner, 2010), and what commodity other than freedom could be more needed by women living in Saudi society or similar ultra-conservative ones?

8. *Strengths and Limitations*

Despite the importance of this study, it is not free of limitations, like the following:

- Due to the fact that research is value-laden, this study could not have been completely free of biases or of subjective outlooks and standpoints.
- Since only a small number of participants was actually studied, then this sheds doubt on the credibility of the information and data collected in terms of the generalizations that eventually resulted out of them. What makes this study's research findings more credible, though, is the fact that when the researcher returned to the participants to try to gain verification of the data interpretations, all the findings were recognized and agreed on by the participants. In addition, triangulation, i.e. the use of multiple sources for data collection, was employed to ensure validity of the study. In this case, the sources of data collection were the focus group discussion and the survey of the employees.
- Since it was almost impossible to guarantee that all participants of the study were totally honest in the responses they provided, then this leaves a question mark on the degree of truthfulness of the data collected.
- Finally, as usual, there is always room for researcher bias despite the fact that an outside evaluator assisted in the interpretation of the data collected.

9. References

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APPENDIX A

(Figure 1: Survey Questions)

1. Is there a financial need that forces you to work?
 - a) Yes
 - b) No
2. If you could choose between working and not working, what would you choose?
 - a) To work
 - b) Not to work
3. Putting financial reasons aside, what is the main reason why you work?
 - a) Self-fulfillment
 - b) To get out of the house
 - c) To meet other people
 - d) To learn new things
 - e) To seem important in the eyes of others
4. Do you like what you do at MACHS?
 - a) Yes
 - b) No
5. Do you feel that what you are doing at your workplace is important?
 - a) Yes
 - b) No
6. Do you feel overworked at your current job?
 - a) Yes
 - b) No
7. How would you describe your work?
 - a) Too difficult
 - b) Challenging enough
 - c) Too easy
8. To what extent do you feel comfortable in your workplace?
 - a) Very much comfortable
 - b) Somewhat comfortable
 - c) Not comfortable at all
9. To what extent do you feel you are being appreciated for what you do in your workplace?
 - a) Very much appreciated
 - b) Somewhat appreciated
 - c) Little appreciated
10. Not appreciated at all10. Relative to the quality and quantity of work you do, how do you feel?
 - a) Overpaid
 - b) Rightfully paid
 - c) Underpaid
11. Being a working woman makes you feel _____? (You can choose more than one answer)
 - a) Proud
 - b) Special
 - c) Useful
 - d) Happier than you normally would be
 - e) Tired
 - f) Embarrassed
12. Is it accurate to say that the fact that you work provides you with a sense of freedom that you would not normally have enjoyed had you not been working?
 - a) Yes
 - b) No, I would still have enjoyed the same freedom
13. Do you feel your work is sometimes at the expense of your family life or are you managing to balance between the two?
 - a) I manage to balance between work and family life
 - b) My work is sometimes at the expense of my family life
14. Which of the following do you aspire to/aim for?
 - a) To become better at your current job/position
 - b) To find another job/position
15. Which of the following describes you best?
 - a) An initiator who comes up with new creative ideas
 - b) An employee who is good at applying the ideas and instructions of others
16. Do you feel your current job is satisfying your expectations of yourself in terms of what you believe you can do and accomplish?
 - a) Yes very much so
 - b) Yes but only to a minimal extent since I can do much more
 - c) No not at all

17. If you were to rate the following events/activities/reactions in terms of what makes your workplace more exciting to you, which would you rate as the highest?
- a) Social celebration (like a birthday, holiday, baby shower celebration, etc.)
 - b) Staff development/training event
 - c) Outside visitors/guests/speakers
 - d) Incentives (like verbal recognition, certificates, awards, etc.)
 - e) Sponsored events (like educational fairs, a health symposium, etc.)
18. How would you describe your performance at work?
- a) I am doing my best
 - b) I am trying to perform well but know that I can do better
 - c) I am doing just as much as is expected of me
 - d) I am not doing enough
19. If you were to receive an increase in salary, how do you think that would affect your performance?
- a) I would do a better job
 - b) I would still perform as I am performing now since I believe I am doing my best anyway.
20. Do you feel you are given enough space to sound your opinion in your workplace?
- a) Yes
 - b) No
21. Are you encouraged at MACHS to take initiative or are you prevented/hindered from doing so?
- a) Encouraged to take initiative
 - b) Prevented/Hindered to take initiative
22. If you were to evaluate staff development/training opportunities at MACHS, which of the following would you say is an accurate evaluation?
- a) Enough opportunities and useful ones
 - b) Enough opportunities but not really useful
 - c) Not enough opportunities but the ones available are useful
 - d) Not enough opportunities and the ones available are not useful
23. Do you feel understood from your direct supervisor?
- a) Yes, a lot
 - b) Yes, somewhat
 - c) No, not at all
24. Would you describe your supervisor as cooperative and supportive?
- a) Yes, very cooperative and supportive
 - b) Yes, somewhat cooperative and supportive
 - c) No, not cooperative and supportive at all
25. How do people in upper management make you feel?
- a) Important, needed, and irreplaceable
 - b) Important, needed, but not irreplaceable
 - c) Not important and easily replaceable
26. Does the leadership at MACHS allow you to play a part in the decision-making process of the college?
- a) Yes, to a great extent
 - b) Yes, but only somewhat
 - c) No, not at all
27. What kind of relationship do you feel is prevalent between you and those you work with?
- a) A feeling of cooperation, teamwork, and support
 - b) A feeling of rivalry, competition, and jealousy
28. How important is it for you to be the best among those you work with?
- a) The most important thing to me
 - b) As important as the work I do
 - c) Not very important
 - d) Not important at all
29. If a new employee joins your department and seems to be extremely knowledgeable, skillful, and professional, your inner feelings and reaction to her would be which of the following? (*You can choose more than one answer.*)
- a) Feelings of admiration
 - b) Feelings of inspiration to learn from her and become like her
 - c) Feelings of envy
 - d) Feelings of worry and of being threatened in your job
 - e) Other, specify: _____
30. Do you feel that the leadership at MACHS is in touch with, and caters to, its staff's needs, challenges, and problems?
- a) Yes, very much so
 - b) Yes, somewhat
 - c) No, not at all

APPENDIX B**(Table 1: Breakdown of Participants' Responses to Survey Questions)**

Question No.	Responses	Question No.	Responses
1	60% financial need that forces them to work 40% no financial need	16	44% very much satisfying expectations 44% satisfying expectations but only minimally 12% not satisfying expectations
2	100% Would still choose to work if they had a choice not to	17	64% social celebration 12% outside visitors 8% staff development 12% sponsored event 4% incentives
3	52% self-fulfillment 4% to learn new things 20% self-fulfillment and to learn new things 24% to learn new things, meet new people, and get out of the house	18	64% doing best 36% trying to perform but can do better 0% Doing as much as is expected 0% not doing enough
4	84% Like 16% Do not like	19	56% would do better 44% same performance
5	100% important 0% not important	20	60% given enough space 40% not given enough space
6	24% overworked 76% not overworked	21	84% encouraged to take initiative 16% prevented from taking initiative
7	0% too difficult 76% challenging enough 24% too easy	22	44% enough opportunities and useful ones 12% enough opportunities but not useful 28% not enough opportunities but the ones available are useful 16% not enough opportunities and the ones available are not useful
8	36% very much comfortable 52% somewhat comfortable 12% not comfortable at all	23	80% understood 20% not understood
9	40% very much appreciated 48% somewhat appreciated 0% little appreciated 12% not appreciated at all	24	88% cooperative and supportive 12% not cooperative nor supportive
10	0% overpaid 32% rightfully Paid 68% underpaid	25	24% important, needed, and irreplaceable 68% important but not irreplaceable 8% not important and easily replaceable
11	28% useful 10% proud 12% both useful and proud 10% useful and happy 40% proud and special	26	0% yes, always 68% no, never 32% somewhat but final decision always for the leadership
12	72% a sense of freedom not normally enjoyed 28% same freedom	27	64% cooperation, teamwork, and support 36% rivalry, competition, and jealousy
13	76% balance 24% no balance	28	44% most important 48% as important as the work 8% not very important 0% not important at all
14	68% to become better 32% to find another job	29	20% worried 48% inspiration 12% admiration 20% both admiration and inspiration
15	72% An initiator 28% Applying ideas of others	30	4% yes, very much 20% yes, somewhat 76% no, not at all