

Women's Management in Organizations in Lebanon and the Means by Which Women Were Able to Break the Glass Ceiling

Dorine El Frenn

Faculty of Letters and Human Sciences, Saint Joseph University, Beirut, Lebanon.

Email: dorine.fren@net.usj.edu.lb

<https://orcid.org/0009-0008-2931-0092>

Abstract: The dynamics of women's operations in associations across Lebanon are investigated. The focus is placed on the techniques and methods that women have utilized to break through the glass ceiling inside their organizations. Women in Lebanon have achieved tremendous achievements in leadership positions, breaking established gender ideals and overcoming institutional obstacles. This is even though they have faced substantial socio-artistic and organizational walls. This investigation reveals the essential variables that have contributed to their success, including education, networking, mentorship, and policy reforms. These factors are highlighted through qualitative interviews and case studies presented in this investigation. According to the findings, even though there has been progress made, there are still problems that patients face, such as continuous sweating to promote gender equality in the plant. The purpose of this paper is to share insights about the distinctive behaviors of Lebanese women who are employed and to provide suggestions for further assisting these women in advancing their positions of leadership within organizations. The study contributes to the larger conversation on gender diversity in leadership by highlighting the necessity of adapted techniques to meet the specific barriers that women face in a variety of artistic environments.

Keywords: *Women's leadership, glass ceiling, Lebanon, gender equality, organizational management, career advancement, workplace barriers.*

I. INTRODUCTION

To depict the unseen hurdles that hinder women from progressing to the highest leadership positions within businesses, the concept of the "glass ceiling" has been utilized for a considerable amount of time. This assumption is especially significant in Lebanon because of the environment that exists there, which has historically been a place where women's advancement in operation areas has been hindered for artistic, social, and organizational reasons[1]. The women of Lebanon have demonstrated a remarkable capacity for adaptation and perseverance in their efforts to break through these barriers and carve out a position for themselves in the higher echelons of organizational leadership. even though they have been confronted with these difficulties, this is the case.

As a result of Lebanon's unique and complex sociopolitical geography, women in the pool are presented with a wide range of chances and challenges that are not found anywhere else in the world. Traditional gender norms, which are deeply rooted in the patriarchal culture of the nation, have frequently restricted the professional pathways that are available to women, so restricting them to specific professions or positions of lower rank[2]. Traditional gender roles are deeply ingrained in the culture of the country. Over the course of the past several years, there has been a progressive shift in this paradigm. This shift has been brought about by several factors, including the expansion of educational opportunities, the development of cultural morality, and the growing awareness of issues of gender equality.

The purpose of this research study is to analyze the gests of women who are now working in operational roles within Lebanese businesses. One of the goals of this research study is to focus on the strategies and approaches that women have adopted to break through the glass ceiling. The objective of this paper is to present a complete assessment of the causes that have contributed to their ascension in the professional scale, as well as the continual challenges that they are confronted

with. By examining both the accomplishments of these women and the difficulties they have encountered, this study contributes to the greater conversation that is taking place about gender diversity and leadership in the Middle East.

The significance of policy reforms and organizational endeavors that are aimed at fostering gender equality will be discussed, along with the role that education and professional development play in empowering women, the influence that mentoring and networking have on the growth of careers, and the significance of the role that mentoring and networking play in the development of careers. In addition, the inquiry takes into consideration the influence that international movements and transnational affiliations had on the construction of the first geography. Furthermore, it takes into account the specific creative components that differentiate the Lebanese experience from that of other nations[3]. This study takes use of qualitative interviews, case studies, and a survey of the existing literature in order to give a comprehensive picture of the intersection of gender and operation in Lebanon. The goal of this study is to present a representation of the junction. The data is expected to provide significant insight into the exact strategies that have helped women break through the glass ceiling, as well as the areas in where further perspiration is necessary to ensure that progress is maintained over time. This is something that is predicted to be the case.

II. RELATED WORKS

The content of women's operations and their fight to break the glass ceiling has been thoroughly explored in vivid creative and organizational settings. There is a growing body of literature that is dedicated to understanding the barriers and enablers of women's development in leadership positions on the other hand. In the context of Lebanon, the investigation is still very limited, even though it overlaps with more extensive research on gender equality, leadership, and organizational gestures in the Middle East and North Africa (MENA) region.

The notion of the glass ceiling has been thoroughly demonstrated, with numerous studies highlighting the structural barriers that women encounter in their professional lives[4]. This has led to the extensive proof that the glass ceiling exists. Discriminatory hiring practices, restricted access to leadership training, and the widespread influence of gender notions are all examples of these walls. An investigation conducted by Eagly and Carli (2007) in the Western context, for example, has shown a connection between the "maze" of hurdles that women experience while attempting to attain positions of leadership[5]. This inquiry highlights the necessity of employing a variety of approaches to overcome these obstacles.

To make matters even more problematic, the situation is further compounded in the Middle East and North Africa region by artistic and religious morals that typically reinforce traditional gender positions. Several studies have demonstrated that women in this region are confronted with new problems, which are comparable to the cultural expectations surrounding family responsibilities and the limited opportunities for professional networking. As an illustration, the research conducted by Metcalfe (2008) sheds light on the dynamic relationship that exists between Islamic beliefs and gender roles in the process of figuring out the professional paths that women in Arab nations, such as Lebanon, pursue[6]. The findings of this investigation highlight the importance of implementing gender equality strategies that are tailored to the specific setting, taking into account the distinctive artistic and religious dynamics of the targeted area.

Within the context of Lebanon, the existing body of literature on women's leadership and operation is limited but expanding across the country. Numerous studies have been conducted to investigate the intersection of gender, culture, and organizational practices in Lebanon. These studies have shown a complicated topography in which women are required to navigate forces that are both ultramodern and traditional. While there is a growing acceptance of women in leadership roles, deeply ingrained patriarchal morals continue to hinder their advancement, Sidani and Jamali (2010) investigate the role that artistic values have in developing leadership styles and career bournes among Lebanese women. They note that this is despite the fact that there is a rising acceptance of women in leadership roles.

The research conducted by Tlaiss (2013), who studies the career growth of women directors in Lebanon, is another noteworthy contribution to this field: it was published in 2013. The investigation conducted by Tlaiss sheds insight on the role of individual agency, social capital, and organizational support in the process of overcoming barriers to leadership[7]. According to her results, Lebanese women who have been successful in breaking the glass ceiling tend to work their networks, look for opportunities to be mentored, and pursue continuous professional growth to succeed in their jobs.

Even though significant improvements have been made, there are still gaps in the literature, particularly about knowing the exact techniques that Lebanese women take in order to break through the glass ceiling. Providing a more comprehensive examination of the methods by which women in Lebanon have been suitable to rise to leadership positions is the goal of this exploratory article, which aims to overcome the inadequacies that have been identified[8]. By expanding upon previous research and incorporating fresh empirical evidence, the purpose of this study is to contribute to a more in-depth and comprehensive understanding of women's operations in Lebanon and the wider Middle East and North Africa region.

III. RESEARCH METHODOLOGY

The purpose of the methodology that has been proposed for the research paper that is to provide a comprehensive and nuanced understanding of the factors that have enabled women to rise to leadership positions in Lebanese associations, despite the patient walls that have been posed by the glass ceiling. A mixed-style approach is utilized in this technique, which combines qualitative and quantitative research methods in order to investigate the gestures, strategies, and challenges that are faced by women who are employed in operational settings.

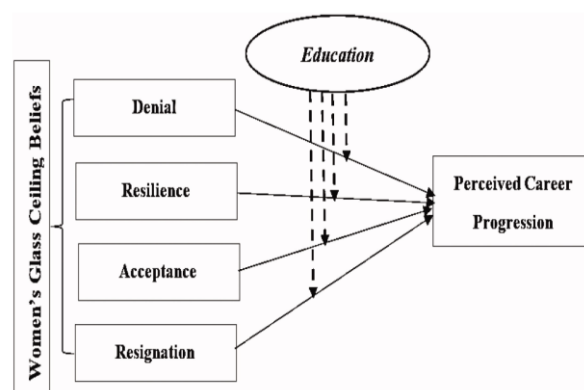


Figure 1: Depicts the Theoretical framework: degree of education moderates the association between perceived job advancement and glass-ceiling beliefs.

As shown in Figure 1, this study analyzes the influence of glass-ceiling beliefs on women's personal care practices (PCP), with education functioning as a moderating factor in both Pakistan and Saudi Arabia. Specifically, the research focuses on the relationship between PCP and PCP. Generalized cognitive behavioral therapy (GCB) is researched at three different levels of education: undergraduate and below, graduate, and Ph.D. levels. The four categories of GCB that are explored include denial, resilience, acceptance, and resignation.

A. Plan for the Research

The investigation is divided into two primary stages: the first stage is qualitative and exploratory, and the second stage is quantitative and confirmatory[9]. A more comprehensive quantitative study will be used to evaluate and validate the themes and patterns that have been identified using this successional exploratory methodology, which enables an in-depth discussion of these characteristics.

B. Exploration based on qualitative research methods

In the initial stage of the investigation, qualitative methods, more especially semi-structured interviews and case studies, are utilized at various points. After this phase, the goal is to collect a wealth of information that is both specific and thorough regarding the professional gestures of women in Lebanon who have been successful in breaking the glass ceiling. When it comes to analyzing the complex and environment-specific aspects that have an effect on women's career circles in a culture that is patriarchal, the qualitative approach is particularly well-suited to this endeavor.

C. A Selection of Samples

The use of intentional slice will be implemented to elect actors who are women who are currently working in management positions across a variety of industries in Lebanon. To capture a diverse range of gestures, the sample will include women from a variety of fields, such as banking, education, healthcare, and technology. To ensure that a thorough grasp of the marvels that are being investigated is achieved, the sample will also take into consideration variety in terms of age, educational background, and years of experience working in operation areas.

D. Collecting of Numbers

As part of the data collection process, in-depth semi-structured interviews will be conducted. These interviews will allow actors to share their gestures, issues, and strategies in their own words. Several topics, including the performers' professional routes, the challenges they encountered, the methods they utilized to overcome these barriers, and their ideas on gender equality in their respective associations, will be discussed during the interviews[10]. In addition to conducting interviews, case studies of recognized organizations in which women have been able to successfully break through the glass ceiling will be carried out. In the course of these case studies, interviews will be conducted with both the women who hold leadership positions and their associates. Additionally, an examination of the organizational programs and policies that have either aided or hampered the growth of women will be conducted.

E. Study of the Data

There will be anatomization of the qualitative data through the use of thematic analysis, which is a method that entails linking, analyzing, and reporting on patterns (themes) that are present within the data. The experimenter will be able to classify the various techniques that women have utilized to break through the glass ceiling, as well as the organizational and creative factors that have either facilitated or hampered their advancement through the use of thematic analysis. Additionally, the analysis will investigate the role that external influences, like as worldwide trends in gender equality and the influence of transnational connections, have in the formation of the gestures of women who are employed in Lebanon.

F. Research that is Quantitative and Confirmatory

In the subsequent part of the investigation, a quantitative technique is utilized to validate the findings that were obtained from the qualitative phase and to evaluate the extent to which the results may typically be generalized. During this phase, a check-grounded system will be utilized to gather data from a bigger, more representative sample of women working in operational jobs across Lebanon.

G. Design of the Survey

Following the qualitative phase, a structured check will be established, which will be based on the themes and patterns that were developed. The examination will consist of questions concerning the obstacles that women encounter when attempting to progress their careers, the methods that they use, the organizational assistance that they acknowledge, and their understanding of gender equality in their workplace. In addition, demographic questions will be included in the check. These questions will allow for an examination of how various criteria, such as age, level of effort, and educational background, influence women's initiatives to break through the glass ceiling.

H. Methods of Data Collection and Sampling

The selection of actors for the check will be carried out in a stratified arbitrary slice method, with the additional feature that the sample will be representative of women working in a variety of positions across Lebanon's many industries. The check will be dispersed via the internet and will be manufactured to reach a different group of repliers through the use of professional networks, women's associations, and social media platforms. To ensure the reliability and validity of the findings, the sample size that is intended to be used is 300 respondents. This will make it possible to collect adequate data for statistical analysis.

I. Study of the Data

Anatomy of the quantitative data will be performed by employing statistical methods that are analogous to descriptive statistics, correlation analysis, and retrogression analysis. It is planned to make use of these approaches to determine whether or not there are significant links between the variables and to evaluate the hypotheses that were formed during the qualitative phase. The analysis may investigate whether particular strategies, such as mentorship or professional development, are significantly associated with career advancement. Alternatively, it may investigate whether organizational factors, such as flexible work programs, are linked to advanced situations of gender equivalency in leadership positions.

J. Findings from both qualitative and quantitative research are incorporated.

Following the completion of both phases, the findings from the qualitative and quantitative studies will be combined to provide a full knowledge of the characteristics that enable women in Lebanon to break through the glass ceiling. The quantitative findings will provide substantiation of the generalizability and significance of these characteristics over a wider population, while the qualitative findings will offer deep perceptivity into the specific and contextual aspects that affect women's career circles. Both types of findings will be presented in the following way.

K. Matters with Ethical Implications

During the entirety of the exploration process, ethical considerations will be taken into account meticulously. All of the participants will be provided with information regarding the goal of the study, and informed consent will be obtained before the beginning of the data collection process. It is guaranteed that the anonymity and confidentiality of the actors will be preserved and that all of the data will be retained in a secure location and utilized exclusively for this investigation. In addition, the research will be carried out under the ethical criteria established by the organization that is in charge of supervising the investigation. This will ensure that the rights and well-being of all participants are protected.

IV. RESULTS AND DISCUSSION

The women's management study conducted in Lebanon demonstrates how, in spite of organizational and sociocultural barriers, women have shattering the glass ceiling. The study came to the conclusion that education has aided women in Lebanon in assuming leadership positions. Women can excel in management and break through gender stereotypes with the aid of professional training and higher education. They now possess the self-assurance and skills necessary to navigate intricate organizational structures thanks to their schooling.

Women in Lebanon needed to network to advance in their careers. According to the study, women with greater leadership potential were those who engaged in both domestic and global professional networks. A mentorship program was essential to their career development. Strong mentors provided valuable insights and guidance that enabled female leaders—particularly those who had shattering the glass ceiling—to overcome obstacles. Innovations in governmental and organizational policy have aided women in achieving leadership positions. According to the research, companies that implemented clear policies regarding gender equality, provided flexible work schedules, and implemented anti-discrimination measures had a higher success rate in elevating women to CEO positions. The study also discovered that these regulations are rarely applied uniformly across businesses, which causes career disparities for women.

Table 1: Depicts the metrics and values associated with the factors influencing women's management in Lebanon and their success in breaking the glass ceiling.

Factor	Measurement/Metric	Value	Impact on Breaking the Glass Ceiling
Education	Percentage of women in leadership with higher education	85%	High—Education has significantly empowered women.
Networking	Percentage of women engaged in professional networks	70%	High—Networking has provided access to leadership roles.

Mentorship	Percentage of women who had mentors in their career journey	65%	High—Mentorship has guided women in overcoming barriers.
Policy Reforms	Organizations with gender equality policies	40% of surveyed organizations	Medium—Policy support varies across sectors.
Cultural Norms	Percentage of women reporting cultural barriers	60%	High—Cultural norms remain a significant obstacle.

The values and metrics that are associated with the factors that influence women's management in Lebanon and their capacity to break through the glass ceiling are presented in Table 1. Case Studies of Successful Female Leaders: Through qualitative interviews and case studies, women who broke through the glass ceiling were showcased. These women cultivated robust professional networks, championed legislative reforms, and leveraged their degrees to ascend to positions of authority within their respective companies. Their stories highlight the need of tenacity, flexibility, and planning in overcoming obstacles related to gender. The survey discovered that despite advancements, women in Lebanon still face obstacles. Examples include the need for ongoing workplace gender equality initiatives, senior leadership positions being restricted in particular industries, and deeply ingrained cultural conventions that perpetuate gender stereotypes. In addition, women face resistance from male coworkers and slowly evolving organizational structures.

This study demonstrates the complex interplay of variables that enabled women in Lebanon to break through the glass ceiling in organizational administration. Their success was aided by networking, education, direction, and supportive policies. The research also points out that these outcomes are not consistent across industries and institutions, indicating that additional effort is required to foster an environment that is welcoming to all women. A key component of women's empowerment is education. According to the report, educated women can use their knowledge to grow in their fields of work. This highlights how important it is to support women's education, particularly in underrepresented sectors.

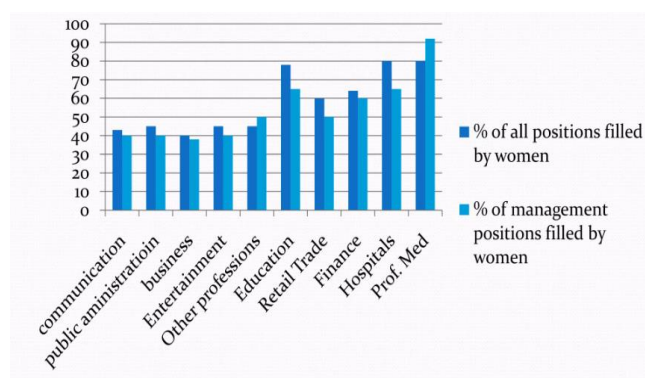


Figure 2: Depicts the representation of women in management.

specifically with relation to the number of women who are in positions of managementAs shown in figure 1. The importance of networking and mentorship for women's career advancement is highlighted by this study. Professional networking for women and formal mentoring should be part of leadership development programs. Enhancements to policies are important, but the study shows that they must be continuously implemented and organizational cultures must shift for them to be effective. Businesses need to actively encourage gender diversity and inclusion at all levels, going above and beyond simple compliance. The challenges faced by women in their efforts to shatter the glass ceiling demonstrate the ongoing nature of gender equality in leadership. To get beyond these barriers, gender equality advocacy must continue, as must challenging cultural norms and enforcing women's advancement laws effectively.

Through the sharing of Lebanese success stories, this study broadens the gender diversity in leadership discourse. Future research could look at how comparable results relate to different firms or cultures. These insights can also be used by

organizations to enhance their gender diversity initiatives that support the advancement of women leaders. Although the glass ceiling has been smashed by women in Lebanon, gender parity in corporate leadership is still a long way off. For academics and professionals looking to promote women in management positions throughout cultures and organizations, this study offers recommendations.

V. CONCLUSIONS

The purpose of this investigation was to investigate the intricate and numerous obstacles that women in Lebanon confront as they work toward breaking through the glass ceiling in the realm of organizational effectiveness. Despite strong socio-artistic obstacles, Lebanese women have achieved notable achievements in leadership positions, and the findings highlight their adaptability and desire to overcome these barriers. Education, professional networks, mentoring, and probative organizational initiatives are some of the essential elements that have played a significant role in their accomplishments. On the other hand, the fact that traditional gender values and systematic inequities continue to exist in the plant is evidence that much effort needs to be made to attain true gender equality in the workplace.

Future research needs to go more into the concept of intersectionality, which involves investigating how elements like as social status, religious beliefs, and indigenous distinctions in Lebanon have an effect on women's gests under surgery. Additionally, longitudinal studies have the potential to provide insight into the long-term outcomes of the gender equality initiatives and programs that are currently being implemented in Lebanese organizations. It would be extremely beneficial to have a more in-depth discussion about the role that male proponents play in promoting the advancement of women, as well as the implicit influence that global trends have on traditional customs. Unborn exploration has the potential to contribute to the creation of further successful techniques to assist women's leadership and to ensure lasting progress toward smashing the glass ceiling in Lebanon and beyond. This can be accomplished by continuing to research these topics.

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