

DOI: <https://doi.org/10.63332/joph.v5i6.2582>

## Kuwaiti women IN Leadership: Management Challenges and Obstacles towards Top Administration IN Kuwait

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### Abstract

*The purpose: of the study is to clarify whether Kuwaiti female leaders face obstacles factors that might causes kind of obstacles and if it is the case what are the obstacle and in which level is it internally at workplace or externally factors. Women empowerment is a critical issue in today's world, as it aims to increase women's economic, social, and political power. This literature review provides an overview of the concept of women's empowerment, its historical evolution, and its importance in achieving sustainable development goals. The review highlights the various factors that hinder women's empowerment and identifies successful strategies for empowering women, such as education, access to resources, and political participation. Finally, the review concludes with recommendations for policymakers, civil society organizations, and researchers to advance the cause of women empowerment. This study also aims to examine perceptions in Kuwait about women's leadership in management. Design/methodology/approach: This study includes a review of data on the gender gap across Middle East/North Africa (MENA) countries, comparison with selected Asian and Western countries and summaries of multiple small surveys in Kuwait on women in management. The surveys were all convenience samples ranging from 100-500, targeting middle-class respondents. Findings: The MENA is behind most of the world in closing the gender gap, but progress among Gulf Cooperation Council countries has been fairly rapid. Many Gulf Cooperation Council (GCC) indicators are comparable to other non-Western cultural areas. Multiple surveys in Kuwait show fairly widespread acceptance of women in leadership positions. Respondents feel that characteristics of women vs men managers are different, but strengths and weaknesses by gender balance out, so that men and women perform about the same. Traditional Kuwaiti culture seems conducive to women in management, but some specific cultural barriers remain. In particular, the diwaniyya, social gatherings to network and discuss current affairs, and wasta, connections, are dominated by men in modern Kuwaiti society. These are essentially social capital issues. Practical implications: Fostering continued progress for women in management requires recognition of the actual social and cultural situation; simply arguing that Kuwait should be more Western in how it does things does not seem very useful. Originality/value: Research on women in management in MENA is not very extensive, but is important for understanding how to facilitate opportunities for women. In Kuwait, there seems to be general acceptance that women can be leaders in managerial positions, and little overt discrimination. However, lack of access to traditional social capital networks puts women at a disadvantage. Research needs to focus on this issue to help develop ways to overcome this subtle obstacle to further progress.*

**Keywords:** Women Empowerment, Gender Equality, Sustainable Development Goals, Education, Political Participation, Access to Resources, Empowerment Strategies.

### Introduction

Women empowerment refers to the process of providing women with the necessary resources and opportunities to exercise their rights, participate in decision-making processes, and have control over their lives. Empowering women has become a significant issue globally, with many organizations and governments recognizing the importance of gender equality in sustainable development. This literature review aims to provide an overview of the concept of women

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empowerment, its importance, and the challenges that hinder its realization.

Women empowerment has been a crucial issue in the global development agenda for many decades. The empowerment of women refers to the process of increasing women's economic, social, and political power. The empowerment of women is vital to achieving gender equality and sustainable development. The purpose of this literature review is to provide an overview of the concept of women's empowerment, its historical evolution, and its importance in achieving sustainable development goals. The review will also highlight the various factors that hinder women's empowerment and identify successful strategies for empowering women. Finally, the review will conclude with recommendations for policymakers, civil society organizations, and researchers to advance the cause of women empowerment.

### **Concept of Women Empowerment:**

The concept of women's empowerment has evolved over time, with different definitions and perspectives. Generally, women's empowerment refers to the process of enabling women to take control of their lives, make decisions, and participate fully in all spheres of society. Empowerment of women includes their economic, social, and political empowerment. Economic empowerment refers to women's ability to access resources and participate in the economic decision-making process. Social empowerment refers to women's ability to participate in cultural, social, and community activities. Political empowerment refers to women's ability to participate in the political process and decision-making.

### **Historical Evolution of Women Empowerment:**

The concept of women empowerment has a long history, dating back to the early feminist movements in the 19th century. The first wave of feminism focused on women's political rights, such as the right to vote. The second wave of feminism in the 1960s and 1970s focused on women's social and economic rights, such as equal pay for equal work and access to education. The third wave of feminism in the 1990s focused on the diversity of women's experiences and the intersectionality of gender, race, and class.

There have been numerous studies conducted on women empowerment over the past few decades. These studies have looked at various aspects of women empowerment, including political, social, economic, and cultural dimensions. Here are some of the key findings from past studies:

1. **Women's political empowerment:** Research has shown that when women are given political power, they are more likely to prioritize policies that benefit other women, such as healthcare and education. Women in leadership roles also tend to bring a more collaborative and inclusive approach to decision-making.
2. **Women's economic empowerment:** Studies have shown that increasing women's participation in the workforce and providing them with equal access to economic opportunities can lead to significant economic growth. Women's economic empowerment also has positive effects on their families and communities, including improved health and education outcomes.
3. **Women's social empowerment:** Social empowerment refers to the ability of women to participate fully in society, including in cultural and religious practices. Research has shown that when women are able to exercise their rights and freedoms, they have greater control over their lives and are more likely to make decisions that benefit themselves and their families.

**4. Women's cultural empowerment:** Cultural empowerment refers to the ability of women to participate in cultural and artistic activities, including music, dance, and visual arts. Studies have shown that cultural empowerment can have positive effects on women's mental health and well-being, as well as on their ability to challenge gender stereotypes and discrimination.

Overall, the research on women empowerment suggests that when women are given equal opportunities and access to resources, they can achieve their full potential and make positive contributions to their families and communities.

Women empowerment is a multifaceted concept that encompasses a wide range of issues related to gender equality, women's rights, and social justice. In recent years, there has been a growing interest in the academic literature on women's empowerment, and numerous studies have been conducted to explore different aspects of this phenomenon.

One important aspect of women's empowerment is economic empowerment. Women's participation in the labor force is widely recognized as a key factor in promoting economic growth and reducing poverty. According to a study by Kabeer and Mahmud (2004), women's economic empowerment can lead to increased income, improved nutrition and health, and greater decision-making power within the household. In addition, women's economic empowerment can also have a positive impact on the broader community, by promoting gender equality and reducing gender-based discrimination.

Another important aspect of women's empowerment is **political empowerment**. Women's participation in political decision-making has been shown to be a critical factor in promoting gender equality and advancing women's rights. According to a study by Verba, Schlozman, and Brady (1997), women's political participation can lead to greater representation of women's interests in the policy-making process and can also increase the visibility and legitimacy of women's issues.

**Education** is another key factor in women's empowerment. Education can provide women with the knowledge and skills needed to participate more fully in social, economic, and political life. According to a study by Malhotra and Mather (1997), education can also help to challenge traditional gender roles and stereotypes and can promote greater gender equality and social justice.

#### **Importance of Women Empowerment in Achieving Sustainable Development Goals:**

Women's empowerment is critical to achieving sustainable development goals, such as poverty reduction, gender equality, and inclusive economic growth. Women's empowerment can lead to increased productivity and economic growth. Women's empowerment can also lead to better health outcomes, such as reduced maternal mortality and improved child health. Gender equality is also essential for achieving sustainable development goals, as women's participation in decision-making can lead to more inclusive policies and programs.

**Importance of Women Empowerment:** Empowering women has numerous positive outcomes for women, their families, and their societies. Studies have shown that when women are empowered, they have better access to education, healthcare, and employment opportunities, which leads to increased economic growth and poverty reduction. Additionally, women's participation in decision-making processes leads to better governance and increased social justice. Women empowerment is also crucial for achieving the United Nations' Sustainable Development Goals (SDGs), particularly Goal 5, which aims to achieve gender equality and

empower all women and girls.

**Challenges to Women Empowerment:** Despite the importance of women empowerment, several challenges hinder its realization. These challenges include gender-based discrimination, lack of access to education and healthcare, limited economic opportunities, and cultural and social norms that restrict women's roles and activities. These challenges are particularly pronounced in developing countries, where women face multiple layers of discrimination based on their gender, ethnicity, and socioeconomic status.

**Areas of Women Empowerment:** Empowering women can be achieved in several key areas, including education, employment, political participation, and health. In education, providing girls with equal access to education and ensuring that they stay in school is crucial for their empowerment. In employment, promoting gender equality in the workplace and providing women with equal pay and opportunities for career advancement is essential. In political participation, ensuring women's participation in decision-making processes and promoting their representation in elected bodies is vital. In health, ensuring women's access to quality healthcare services, including reproductive health services, is crucial for their empowerment.

**Role of Government, NGOs, and Private Sector:** Governments, NGOs, and the private sector all have a crucial role to play in promoting women empowerment. Governments can implement policies and programs that promote gender equality, such as gender-responsive budgeting, affirmative action programs, and laws that protect women's rights. NGOs can provide women with access to education, healthcare, and economic opportunities, and advocate for policies that promote gender equality. The private sector can promote gender equality in the workplace, provide women with equal pay and opportunities for career advancement, and invest in women-led businesses.

**In conclusion,** Women empowerment refers to the process of enabling women to have control over their lives and destinies, by giving them access to education, healthcare, employment opportunities, and political representation. It is an ongoing process that involves the removal of structural and cultural barriers that prevent women from achieving their full potential.

Empowering women has numerous benefits for individuals, communities, and societies as a whole. Studies have shown that when women are empowered, they have better access to education, healthcare, and economic opportunities, which leads to improved health, reduced poverty, and increased economic growth. Empowered women also tend to have greater political representation, which can lead to more inclusive and equitable policies.

However, despite progress in some areas, women still face numerous challenges in achieving empowerment. Gender-based discrimination, violence, and unequal access to resources remain major obstacles. Addressing these issues requires a multifaceted approach that involves legal and policy reforms, community engagement, and education.

Women empowerment is essential for creating a more just and equitable world. By enabling women to achieve their full potential, we can improve the lives of individuals, communities, and societies.

## **Related Literature**

Women's activism in Kuwait began in the 1950s. The first Women's organization, the Arab Women's Renaissance Association (later changed to the Family Renaissance Association), was established by Nouriyah Al-Samdani in 1962 and was soon followed by the Women's Cultural and Social Society in February 1963. The Girls Club (Nadi Alfatat) was established in 1975, its initial focus was on women in sport. In 1981 Bayader As-Salam, whose objective was cultural awareness, was formed.

women's suffrage campaign started in 1971 when a group led by Noureya Al-Saddani took a proposal to parliament to grant women political rights. The proposal was rejected. In the early 1990s, women campaigned heavily for the vote; they held protests outside of election headquarters and between 2000 and 2005 a number of women filed court cases against the Minister of Interior for his refusal to include women in election In 2004 women demonstrated inside the parliament hall for the vote, and a year later they held one of the largest demonstrations in Kuwait's history.[24[

In 1999, the Emir Sheikh Jaber Al-Sabah promulgated a decree granting women suffrage after the parliament was dissolved, however, it was overturned by the new parliament just months later by two-votes difference. Kuwaiti women were granted the right to vote in May 2005 Kuwaiti Women voted for the first time in June 2006, and in these elections 28 women ran out of a pool of 250 candidates though none won Almost exactly four years after women were given full political rights, four were elected to parliament for the first time. The winners in the 2009 elections were: Massouma Al Mubarak (the first Kuwaiti woman appointed to the cabinet), Aseel Al Awadhi, Rola Dashti, and Salwa Al Jassar In 2011, Kuwait was ranked highest of all Arab countries in gender equality in the Human Development Report's Gender Inequality.

A solid majority of people in Kuwaiti society believe democracy is the best form of government and bridge to support the general principle of gender equality, there is less enthusiasm for gender parity in politics, economics and family life.

An "enabling environment," where women are welcomed into and confident about entering leadership arenas, is not in place. The importance of tribal identities and the growing dominance of religious conservative discourse on the appropriate roles of males and females may reduce Kuwaiti positive gains in gender equality during the last decade. A critical link to the political participation of women is their economic participation and independence.

Women's economic participation remains among the lowest in the Middle East region; without access to and control over financial assets, women's political and administrative engagement (at least in terms of running for political office) may not improve. Mobility challenges were also repeatedly highlighted as limiting both women's economic and management opportunities and their political participation. Social limitations around women's ability to move to the locations where opportunities are. Increasing women's political participation does require fair electoral processes, campaigning skills and social media. But women's political empowerment must go beyond technical approaches. Structural issues, such as the electoral law and the limited decision-making authority within local governments, were raised repeatedly by interviewees of diverse backgrounds and experiences; the word "injustice" was used by Kuwaiti women frequently to describe frustrations with the system. Respondents identified the weakness of institutions and the reliance on personal relationships and patronage systems as not just a challenge to women's management leadership, but a disincentive for all people to participate in political processes. The challenge of norms around gender roles is combined with a lack of norms around democracy and

civic engagement and the absence of a structure that enables or encourages participation. It was noted that these challenges cannot be fixed through training alone; even if people feel empowered in the abstract, their options and incentives for action are limited without opportunities to engage meaningfully in the political system. Targeting norms and attitudes — around gender equality as well as democracy — may help to make some progress and represent an area of opportunity for current and future planning. political rights and civil liberties with considerable censorship of the media, limits on freedom of association and a weak political culture, all of which are important components of a stable democracy. These structural barriers constrain all political actors from fully participating in Kuwait's democratization and influencing the political process. These structural barriers are amplified for women, and they remain underrepresented in the institutions where power truly lies. Although women in the Parliament of Kuwait may be influential within that body — and indeed they are being recognized for their success there — the dynamics of political power in Kuwait mean that they have limited power overall.

### Political participation

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. For Haifa Jamal AlLail, president of Effat University (a women's university in Jeddah), quotas may be one essential component of multifaceted change. "I think removing social obstacles comes first," she says. "I know that will take time, but then we need the laws, policies, and procedures that will really integrate females into different business and government institutions.

that certain improvements in the work and social environment would be critical to fostering women's leadership in the region. "You have to have the right ecosystem in place, and then make sure that individuals have the right tools for leadership," says Al Rustamani. These measures address both parts of that imperative.

Entrepreneurship. Small and medium-sized enterprises (SMEs) play a relatively small role in the GULF Cooperation Council (GCC) : For instance, in the UAE, SMEs contribute just 30 percent of GDP, compared with 45 percent in the U.S. and 67 percent in the European Union. A number of interviewees commented on the need for GCC governments to tap into their nation's history, specifically the tradition of trading, and encourage a spirit of entrepreneurship — especially among women. Al Gurg points out that the chance to start a small business can open doors for ambitious, educated young women who want to work but feel that the long hours required for a traditional corporate career path are at odds with their desire to be at home with their family. A 2007 survey of 110 women business owners in the UAE, conducted by Dubai Women's College, Dubai Business Women Council, and Abu Dhabi Businesswomen's Council, found that women are running successful businesses in personal services (such as hair salons and tailoring), business services (such as corporate event planning), and retail. The survey noted, however, that these women want greater access to capital, training in leadership and financial management, and opportunities for networking. Al Jaber explained that Abu Dhabi is now offering training for entrepreneurs through the Abu Dhabi Chamber of Commerce, with some courses that are tailored

to women's needs, and that the Chamber is looking into financing options as well.

Work-life balance. This issue, pervasive worldwide, is especially challenging in the GCC — particularly because so few provisions are currently in place for flexible employment. “The American model of working nine to five and doing whatever you have to do to get ahead doesn't work in a family-oriented culture where women may have four or five kids,” says AbuSulayman. “When companies insist on that model here, they have a lot of turnovers. At the foundation, we're doing an employment study now to find some alternatives — for example, short internships that allow women to stay active and keep their qualifications current so that they don't have three- or four-year gaps in their resumes due to childrearing caring.”

Al Qassimi agrees that flexible work policies are critical, noting that the UAE currently lacks regulations that allow for part-time work: “Part-time jobs have to be structured so that employees don't lose out on benefits or opportunities. Such jobs are also very beneficial to society, because you don't lose an individual's energy or contribution even if he or she can't work full time.” Governments and companies need to collaborate on the best way to put such measures in place to encourage women in business.

Education. In the past few decades, GCC women have made enormous strides in their access to education. In the UAE and Saudi Arabia, 70 percent and 60 percent, respectively, of university students are women; GCC governments regularly sponsor women who want to study abroad and bring new talents and skills back to their burgeoning economies. The challenge now is to make sure that women are pursuing educational paths that will lead to employment. For instance, education itself is still the most popular course of study for women in many GCC universities, to the point where the market is now saturated. Graduates whose degrees don't meet the needs of the labor market need ongoing education and training, and universities and the private sector must work together to make sure that students currently completing their education are better prepared.

Mentorship. The fact that there are currently women in positions of power throughout the GCC is an enormous source of inspiration to young women. “We were the bridge that they walk on today,” says Al Qassimi. But it is not enough for young women to admire their role models from afar. “Formal mentoring programs are a must,” says Jamal AlLail. “Professional development doesn't really come from training. Mentorship addresses the personal, social, technical, and professional aspects of work. It develops the whole person. Leaders should support the employees in their institutions, and leaders in different institutions should work together to create mentoring programs”.

Family support. All the interviewees agreed that encouragement from their families was integral to their success. Their parents encouraged nontraditional career paths; their husbands made the accommodations necessary for them to work long hours, to travel, and in many cases to be in the public eye; and their children expressed pride in these women's accomplishments and a desire to emulate them. But in a culture that takes women's responsibilities in the home very seriously, there is widespread concern over the fact that women's careers could undermine their traditional roles as wives and mothers. Although this is always a very personal issue, governments can make a difference by sending a message — particularly in schools and through the media — that emphasizes the essential value of women's contributions to society and the economy, reinforcing the fact that women can work and lead outside the home without undermining their role in the family

The GCC is a region in flux, and it is impossible to predict what will happen over the course of the next decade. But the changing role of women will clearly be a critical element of the region's evolution. Although there is an urgent need to tap into their potential, there is an equally fervent desire to ensure that their widespread introduction into the workforce does not destabilize a culture that has already gone through a series of socioeconomic shocks in recent decades. "We are understood and appreciated by our societies, and we are developing our own path," says Al Thani. "There can't be a fast-forward; this has to come gradually. But we can make sure that the next generation doesn't face the obstacles that we faced"

It's clear that there is an institutional shift under way in women's economic participation, and that the leaders profiled here represent a vanguard of things to come rather than isolated outliers. Observers should not be deceived by the deliberate pace of this movement: As women in these countries gain the legal, social, and cultural support they deserve, they will change the face of the GCC's development for decades to come.

Many studies demonstrate that socioeconomic development, emancipative cultural change and democratization constitute a coherent syndrome of social progress – a syndrome whose common focus has not been properly specified by classical modernization theory. Several studies specify this syndrome as 'human development', arguing that its three components have a common focus on broadening human choice. Socioeconomic development gives people the objective means of choice by increasing individual resources; rising emancipative values strengthen people's subjective orientation towards choice; and democratization provides legal guarantees of choice by institutionalizing freedom rights. Analysis of data from the World Values Surveys demonstrates that the linkage between individual resources, emancipative values and freedom rights is universal in its presence across nations, regions and cultural zones; that this human development syndrome is shaped by a causal effect of individual resources and emancipative values on freedom rights; and that this effect operates through its impact on elite integrity, as the factor which makes freedom rights effective.

According to study by the Pew Research Center as basic literature to examine the women leadership positions and Obstacles in the state of Kuwait.

The Pew Research Center has conducted studies on Kuwaiti women, particularly regarding their political empowerment and views on gender issues. In 2007, their research indicated that a significant majority of Kuwaitis (62%) believed men made better political leaders, while only a minority (one-third) thought men and women were equally good leaders Pew Research Center. While Kuwaiti women gained the right to vote and run for office in 2005, their political representation remains limited, with only one woman currently serving in Parliament. The Pew Research Center has also found that Kuwaiti women are largely in favor of choosing their own husbands and support a woman's right to decide whether to wear a veil.

Bearing in mind that the above studies (the pew research ) came in 2007, while many factors have changed since then. So, we can refer to the above studies as the major studies about Kuwaiti women role in the past and present. How the World Rates Women as Leaders by Juliana Menasce Horowitz, Research Associate, Pew Global Attitudes Project.

	Men %	Women %	Both equally %
U.S.	16	0	75
Canada	10	0	80
Chile	26	0	66
Argentina	17	0	66
Mexico	17	0	66
Venezuela	11	0	60
Brazil	10	15	63
Peru	9	0	63
Bolivia	8	0	55
France	15	14	61
Italy	10	11	64
Germany	11	0	64
Britain	9	0	60
Spain	0	0	60
Sweden	0	0	60
Russia	40	0	44
Ukraine	30	0	44
Bulgaria	30	0	44
Poland	30	10	40
Slovakia	15	0	60
Czech Rep.	14	11	60
Palest. ter.	64	17	16
Kuwait	60	0	20
Jordan	49	0	40
Egypt	38	15	40
Turkey	44	10	31
Lebanon	44	11	31
Israel	40	14	30
Morocco	11	5	60
Pakistan	55	0	30
Bangladesh	50	0	30
Indonesia	40	0	30
Malaysia	40	0	30
China	38	0	30
South Korea	35	0	30
India	19	17	30
Japan	16	4	30
Mali	65	0	20
Ethiopia	51	0	20
Nigeria	48	0	20
Ghana	46	11	20
Senegal	46	15	20
Ivory Coast	31	0	20
South Africa	30	11	20
Kenya	30	10	20
Uganda	30	0	20
Tanzania	17	0	20

while women worldwide are making gains in all levels of government, the most recent Pew Global Attitudes survey of 46 countries and the Palestinian territories finds that publics around the world express mixed opinions about women and political leadership.

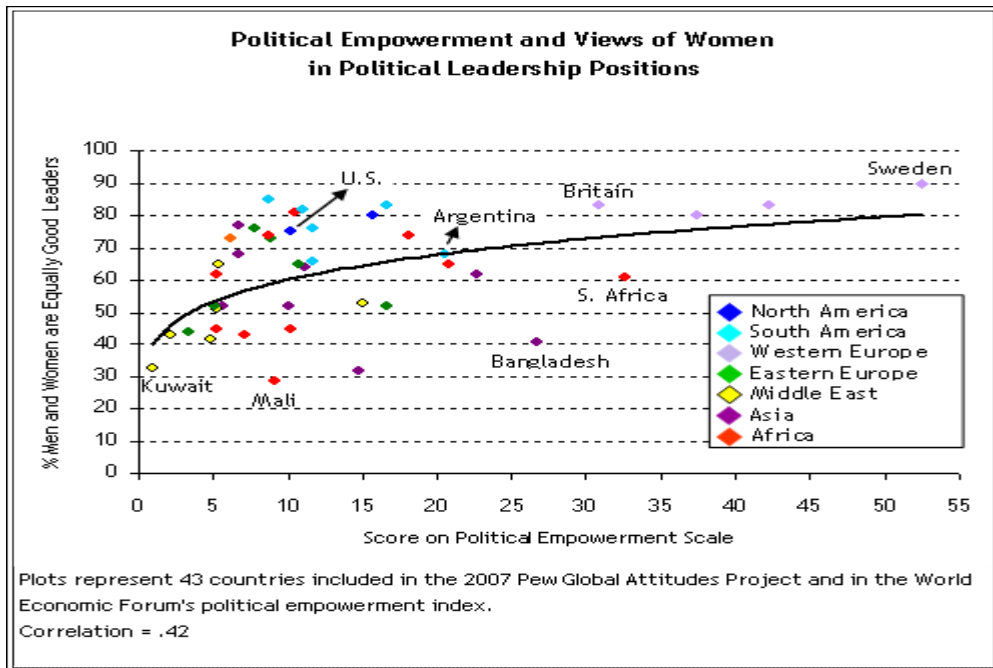
The countries of Western Europe, North America and Latin America generally include the highest proportions of respondents who rate men and women as equally good political leaders. Roughly two-thirds in Kirchner's country (68%) express that view, while 17% say men are better leaders and 9% prefer women. In the United States, fully three-quarters say men and women make equally good political leaders, and that opinion is even more widespread in Western Europe.

By contrast, majorities in Mali (65%), the Palestinian territories (64%), Kuwait (62%), Pakistan (54%), Bangladesh (52%) and Ethiopia (51%) say men make better political leaders than women, as do nearly half of Jordanians (49%) and Nigerians (48%). Russians are also divided: 44% say men and women make equally good leaders while 40% say men are better. Only in Brazil do more people say women make better political leaders than say men do: 15% of Brazilians say women make better political leaders and 10% say men are better leaders.

Opinions about women in political leadership positions are somewhat correlated with the extent to which women play leadership roles, as measured by the World Economic Forum's political empowerment index. The index is derived from three sets of data: the ratio of women to men currently in cabinet-level positions in the country; the ratio of women to men in parliamentary positions, and the ratio of the number of years out of the last 50 in which the head of state was a

woman to the number of years in which it was a man.<sup>1</sup>

Publics in countries that receive the highest scores on the political empowerment scale are generally more likely to say that men and women make equally good political leaders. For example, in Sweden, the highest-ranking country in terms of female political empowerment, fully nine-in-ten say men and women are equally good leaders. In Kuwait, on the other hand, where women were given the right to vote and to run for office for the first time in 2005, only one-third say men and women are equally good as political leaders while more than six-in-ten (62%) say men are better.



Views of political leadership often split along gender lines as well, with men more likely than women to say men make better political leaders and women more likely than men to say either that women make better leaders or that both are equally good. This is especially the case in Africa as well as in several Asian, Middle Eastern, and Eastern European countries. In Senegal, for example, a slight majority of men (51%) say men make better political leaders than women, but fewer than a quarter (23%) of Senegalese women share that view. Women in that country are much more likely to say both men and women are equally good as leaders (59% of women express that opinion vs. 37% of men).

In the United States, where Hillary Clinton currently leads the Democratic primary field in national polls, opinions about gender and political leadership reflect partisan rather than gender differences. Nearly three-in-ten (29%) Republicans say men make better leaders, compared with one-in-ten Democrats. A similar proportion of Democrats also say women would make better leaders (9%), and nearly eight-in-ten (78%) say both men and women are equally good. By contrast, only 2% of Republicans say women make better political leaders and about two-thirds (65%) say both are equally good.

On December 10, Cristina Fernandez de Kirchner will be inaugurated as Argentina's first female president. The senator and first lady will join 11 other women who currently serve as their countries' presidents or prime ministers, including Michelle Bachelet in neighboring Chile. But while women worldwide are making gains in all levels of government, the most recent Pew Global Attitudes survey of 46 countries and the Palestinian territories finds that publics around the world express mixed opinions about women and political leadership.

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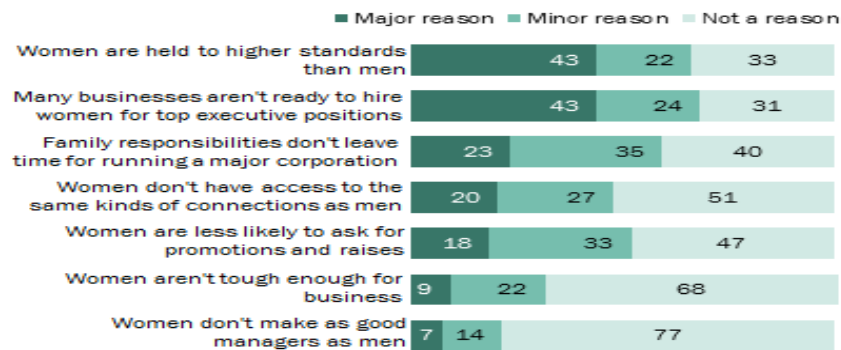
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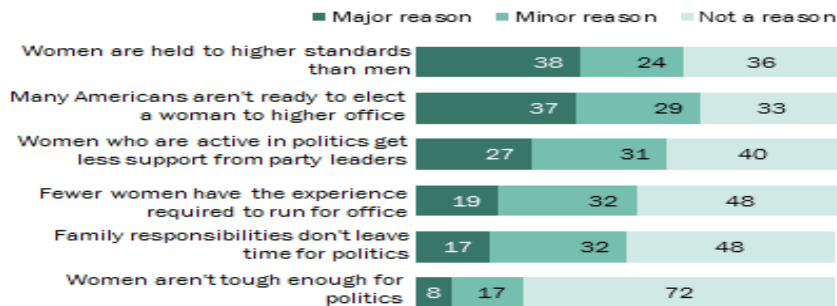
## Obstacles to Female Leadership

### Why Aren't More Women in ...

#### Top executive business positions



#### High political offices



Note: "No answer" not shown.

Source: Pew Research Center survey, Nov. 12-21, 2014 (N=1,835)

PEW RESEARCH CENTER

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Americans widely believe that men have a better shot at leadership positions in business and politics, even as majorities say that men and women make equally good leaders. There is little consensus, however, on why women remain underrepresented in these fields.

About four-in-ten believe higher standards for women and lack of readiness by companies to hire women for top positions and by voters to elect women to higher office are major reasons that there aren't more women in top leadership roles in business and politics. Other reasons, such as family responsibilities, inexperience, or women not being tough enough, are cited less frequently as significant barriers to female leadership.

The public expresses some skepticism about whether women will be able to overcome the obstacles that keep them out of top leadership positions, at least in business. About half (53%)

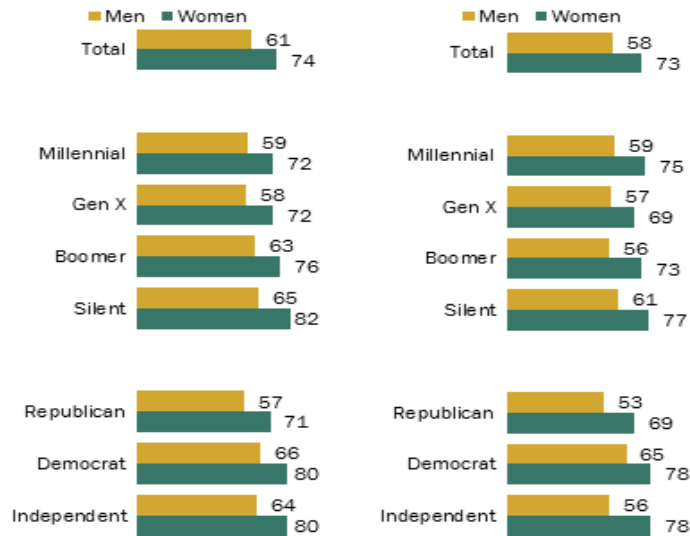
don't think women will achieve parity with men in top executive business positions in the foreseeable future; 44% say that as more women move into management roles, it's only a matter of time before there are as many women as men in top corporate leadership positions.

## Do Women Have an Equal Shot at Top Leadership Positions?

### Most Say It Is Easier for Men to Get Top Positions in Business and Politics

*% saying it is easier for men to get top executive positions in business*

*% saying it is easier for men to get elected to high political offices*



Source: Pew Research Center survey, Nov. 12-21, 2014 (N=1,835)

PEW RESEARCH CENTER

Q12, 13

About two-thirds of Americans, including majorities of men and women alike, say it is easier for men than women to get elected to high political offices and to get top executive positions in business, but women are more likely to express this view. About three-quarters of women say men have a better shot at these roles, compared with about six-in-ten men, a pattern that is repeated across generations.

For example, Millennial and Boomer women are 13 percentage points more likely than their male counterparts to say it is easier for men to get top executive positions in business; there is a 14-point gender gap among Gen Xers and a 17-point gap among the Silent generation on this question. Similarly, there are double-digit gender gaps across generations on views that it is easier for men to get elected to high political offices.

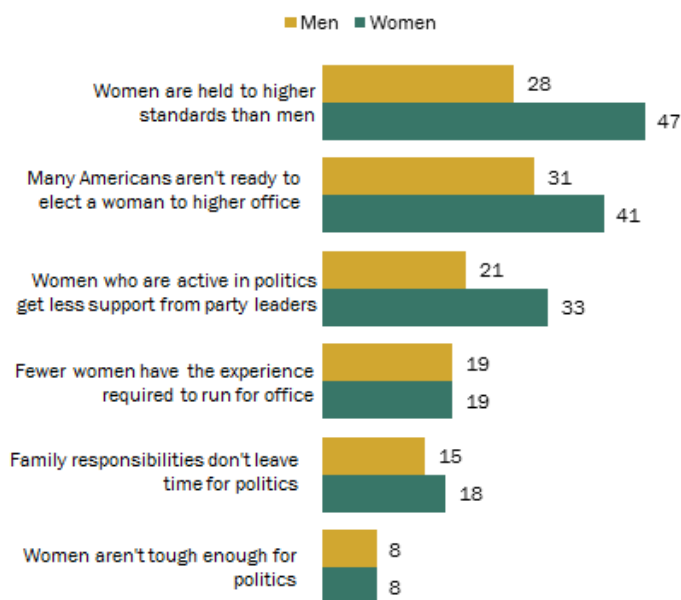
Across party lines, majorities say men have an advantage when it comes to getting top executive jobs in business and being elected to high political offices, but Democratic, Republican and independent women are considerably more likely than men in their respective groups to say this is the case.

About eight-in-ten Democratic and independent women and seven-in-ten Republican women say it is easier for men to get top positions in business and politics, at least 13 percentage points higher than the share of men in the corresponding groups.

## Barriers to Female Political Leadership

### Why Aren't More Women in Top Elective Office?

*% saying each is a major reason that fewer women hold high political offices*



Source: Pew Research Center survey, Nov. 12-21, 2014 (N=1,835)

PEW RESEARCH CENTER

Q22a-f

If Americans think men and women make equally good political and business leaders but say men have an advantage when it comes to getting top positions in these realms, what do they think is holding women back?

While there is no clear consensus, about four-in-ten (38%) say a major factor is that women who run for office are held to higher standards than men and need to do more to prove themselves. About an equal share (37%) say many Americans aren't ready to elect a woman to higher office, and 27% say women who are active in party politics get less support from party leaders. Still, at least a third say these are not reasons that there aren't more women in high political offices.

Women are generally more inclined than men to see higher expectations, voter hesitation and lack of institutional support as major obstacles to female political leadership. Fully 47% of women believe women who run for office are held to higher standards and have to do more to prove themselves, compared with 28% of men who see this as a major reason that more women are not in top elective office.

Across generations, women are more likely than men to say that uneven expectations are a major obstacle to female political leadership. The gap is particularly pronounced among Baby Boomers; Boomer women are about twice as likely as Boomer men to offer this view (52% vs. 25%).

By double digits, women are also more likely than men to say that voters not being ready to elect a woman to higher office and party leaders giving less support to women (41% vs. 31% and 33%

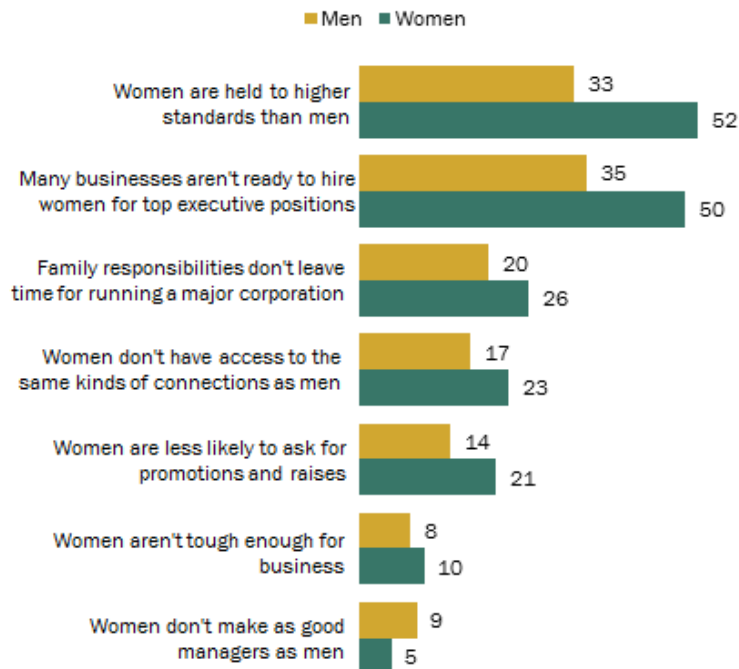
vs. 21%, respectively) are significant obstacles to female political leadership. Gender gaps on these factors are not as consistent across generations. For example, the views of Millennial and Silent women and men don't differ significantly on either measure, while Gen X and Boomer women are more likely than men in their generations to say each of these is a major barrier.

Men and women alike reject the idea that women aren't tough enough for politics; 73% of women and 72% of men say this is not a reason that there aren't more women in top elective office. About half (48% of women and 49% of men) also say that family responsibilities are not a barrier for political leadership, but about as many say this is at least a minor obstacle.

## Barriers to Female Business Leadership

### Why Aren't More Women in Top Business Positions?

*% saying each is a major reason that fewer women are in top executive positions in business*



Source: Pew Research Centersurvey, Nov. 12-21, 2014 (N=1,835)

PEW RESEARCH CENTER

Q16a-g

As with factors that hinder women's political leadership, there is little agreement on the major barriers to female business leadership, although majorities of Americans – men and women alike – don't think a lack of toughness or management skills are keeping women from reaching top executive positions.

Uneven expectations and companies not being ready to elevate women are cited more than any other factor as a major reason that more women are not in top leadership roles in business. About four-in-ten cite as significant barriers that women are held to higher standards than men and that

many businesses aren't ready to hire women for top executive positions (43% each). But in both cases, at least three-in-ten say these are not factors holding women back (33% and 31%, respectively).

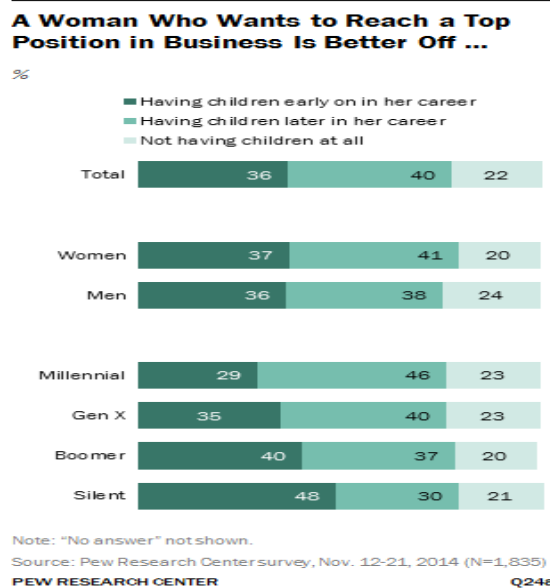
On almost every factor tested, women and men offer different views about significant obstacles to female leadership in business. The gap is particularly wide on matters related to unfair expectations and hesitation to hire women. About half of women (52%) say a major reason more women are not in top leadership positions in business is that women are held to higher standards and have to do more to prove themselves; one-third of men share this view.

Similarly, 50% of women say many businesses aren't ready to hire women for these positions, compared with 35% of men who believe this is a major obstacle to female leadership. Women in the Millennial, Gen X and Boomer generations are more likely than men to say these are key reasons that there aren't more women business leaders.

### Is Family an Obstacle for Female Leaders?

Four-in-ten Americans do not believe that women's responsibilities to family stand in the way of them becoming top business executives, but about a quarter (23%) say this is a major reason and an additional 35% say it is at least a minor reason that more women are not running large businesses.

Women are somewhat more likely than men to see family responsibilities as a significant barrier for women hoping to reach the top levels of corporate leadership; 26% of women and 20% of men say this is a major reason that more women are not in top executive business positions.



When asked if it's better for a woman who wants to reach a top executive position in business to have children early on in her career, to wait until she is well established in her career to have children, or to not have children at all, Americans are divided: 40% say it is better to wait, and 36% say it is better to have children early on. About one-in-five (22%) say a woman with top business leadership aspirations is better off not having children.

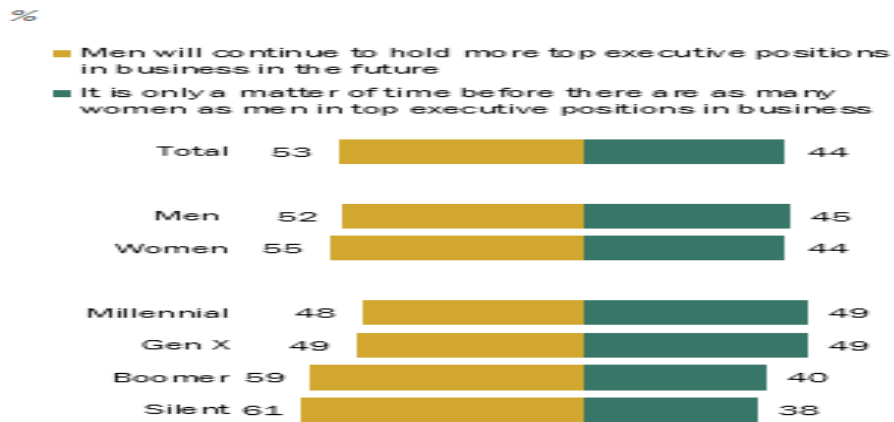
Men and women offer similar opinions about when women who want to reach a top executive position should have children, but there is a considerable generation gap on this matter. In particular, Millennials are far more likely than members of the Silent generation to say women who want to reach the highest levels of business leadership are better off waiting until they are well established in their careers.

Among Millennials 46% say it is better to wait and 29% say it is better for women to have children early on in their careers. In contrast, 30% of Silents say women who want a top executive position in business should wait to have children, and 48% say they are better off having children early on. About one-in-five in each generation say women who want leadership positions in business are better off not having children at all.

Among Silents, opinions differ widely between men and women. Among Silent women, 54% believe it is better for a woman who wants to reach a top executive position in business to have children early in her career, while 30% say it is better to wait and 15% say it would be better not to have children at all. Four-in-ten Silent men say it is better for women who aspire to top business positions to have children early on. About an equal share say women should wait until they are more established in their careers (30%) as say they should not have children at all (29%).

### Older Generations Less Optimistic about the Future

#### As More Women Move into Management Roles ...



Note: "No answer" not shown.

Source: Pew Research Center survey, Nov. 12-21, 2014 (N=1,835)

PEW RESEARCH CENTER

Q17

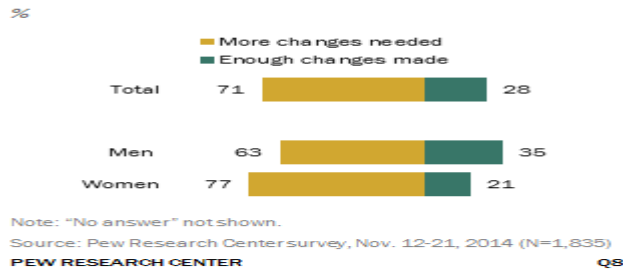
Americans are divided about prospects for the future of female business leadership, but more offer a pessimistic view than one that is optimistic. Overall, 53% believe men will continue to hold more top executive positions in business, even as more women move into management roles; 44% believe that as more women move into management, it is only a matter of time before there are as many women as men in top business leadership positions. Men and women express nearly identical views.

Members of the Baby Boom and Silent generations are particularly skeptical about the future of female business leadership. About six-in-ten Boomers (59%) and Silents (61%) believe men will continue to hold more top executive positions in the foreseeable future. Millennials and Gen Xers

are equally divided between those who believe men will continue to dominate business leadership positions and those who say it is only a matter of time before there is gender parity.

### Workplace Equality

#### Men and Women Say More Changes Needed to Bring about Gender Equality in the Workplace



About seven-in-ten Americans (71%) say the country needs to continue to make changes to give men and women equality in the workplace; 28% believe the country has made the necessary changes. The view that the country needs to continue making changes to achieve gender equality in the workplace is particularly common among women; 77% say this, compared with 63% of men.

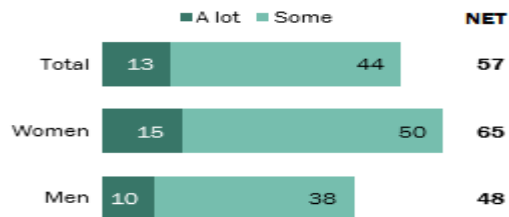
The gender gap is especially pronounced among Republicans and among those with at least some college education. While 66% of Republican women say more changes are needed to achieve equality, less than half (45%) of Republican men agree.

Among those with a college degree, 81% of women say the country needs to continue making changes to give men and women equality in the workplace, compared with 60% of men. Similarly, while 78% of women with some college education say more changes are needed, 57% of men with the same level of education agree.

### Few See Widespread Gender Discrimination

#### Women More Likely Than Men to See Gender Discrimination

% saying there is a lot or some discrimination against women in our society today



Note: "Net" was computed prior to rounding. "Only a little," "none at all" and "no answer" not shown.

Source: Pew Research Centers survey, Nov. 12-21, 2014 (N=1,835)

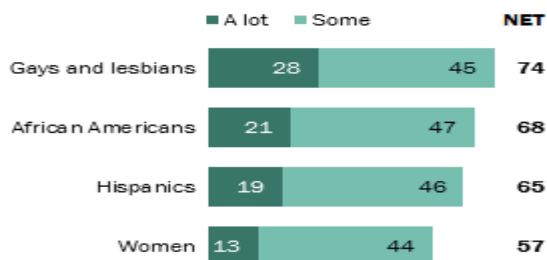
PEW RESEARCH CENTER Q48

Thinking more broadly about society, only 13% say women currently face a lot of discrimination,

with an additional 44% saying women face some discrimination. By comparison, 28% say there is a lot of discrimination against gays and lesbians in our society today, and about one-in-five see the same level of discrimination against African Americans (21%) and Hispanics (19%).

### More See Discrimination against Gays and Lesbians, African Americans and Hispanics

*% saying there is a lot or some discrimination against each group in our society today*



Note: "Net" was computed prior to rounding. "Only a little," "none at all" and "no answer" not shown.

Source: Pew Research Center survey, Nov. 12-21, 2014 (N=1,835)

PEW RESEARCH CENTER

Q48-d

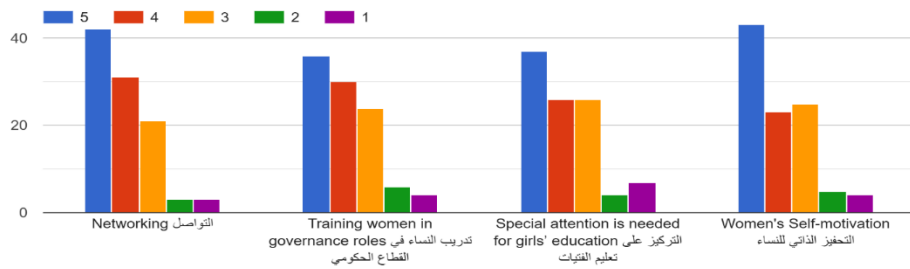
Nearly two-thirds of women (65%) say there is a lot of (15%) or some (50%) discrimination against women in our society today. Men, however, are nearly evenly divided: 48% say women face at least some discrimination, while 51% believe there is only a little or no bias against women. This gender gap is evident across generations, with double-digit gaps between Millennial men and women (11 percentage points), Gen X men and women (17 points), Boomer men and women (20 points) and men and women from the Silent generation (21 points) who say women face at least some discrimination.

There is also a partisan gap on perceptions of gender discrimination, with Democrats far more likely than Republicans and independents to see biases against women. About seven-in-ten Democrats say women face a lot of (21%) or some (50%) discrimination. In contrast, just 4% of Republicans and 8% of independents say discrimination against women is widespread; 36% and 42%, respectively, say women face some discrimination.

Within each political group, women are more likely than men to say society discriminates against women, a view that is most widespread among Democratic women; 79% say women face at least some discrimination, compared with 47% of Republican and 57% of independent women. Among men, 62% of Democrats, 32% of Republicans and 44% of independents share this view.

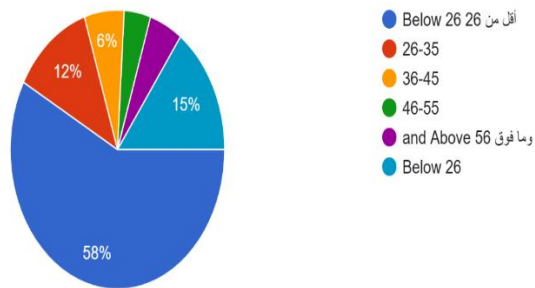
It is worth noting that gender and partisan gaps are also evident in perceptions of discrimination against gays and lesbians, African Americans and Hispanics. In each case, women and Democrats are more likely to say the group faces discrimination.

10. The following are some strategies that aim to overcome factors that affect the participation of women in leadership positions in relation to individual fa... :5  
 1: غير موافق تماما 2: غير موافق 3: محايد 4: موافق



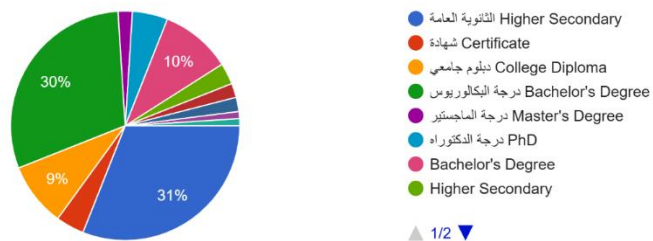
### 3. Age العمر:

100 responses



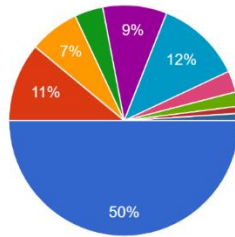
### 4. Education Qualification مؤهل العلمي

100 responses

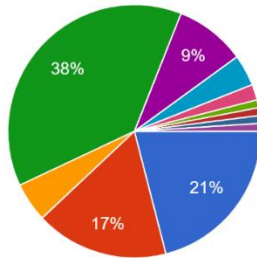


## 4112 Kuwaiti women IN Leadership: Management Challenges

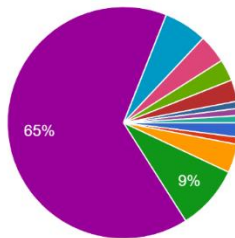
### 5. Working Experience الخبرة العملية 100 responses



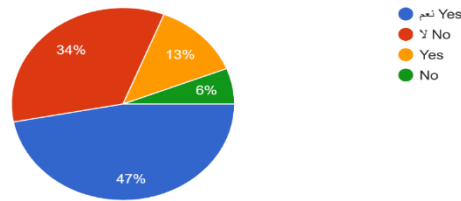
### 6. Working Institution العمل 100 responses



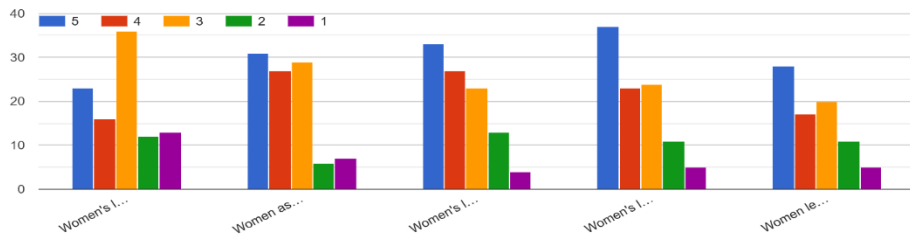
### 7. Working Position الوظيفة 100 responses



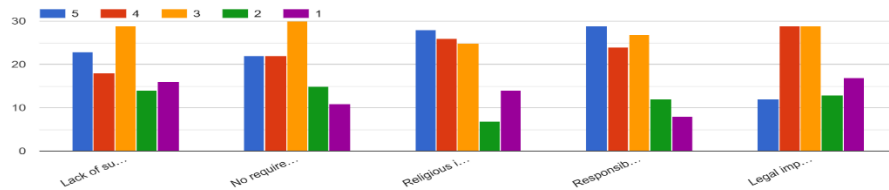
PART II: MAIN DATA 1. Do you think that women are represented comparatively as to their share in total population in leadership positions? الجزء الثاني: الينا... ثيلين بالمقارنة مع عددهن في إجمالي السكان في المناصب القيادية؟  
100 responses



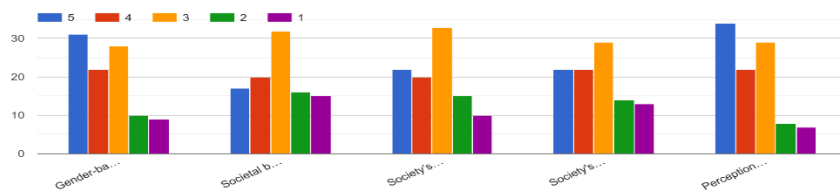
2. The following are questions prepared to measure the status of women's participation in leadership. Please indicate your agreement or disagreement according to the followi... 1: تماما موافق 2: غير موافق 3: محايد 4: موافق 5: تماما



3. The following are the factors influencing the participation of women in leadership positions. Please indicate your agreement or disagreement according to the following respon... 1: تماما موافق 2: غير موافق 3: محايد 4: موافق 5: تماما

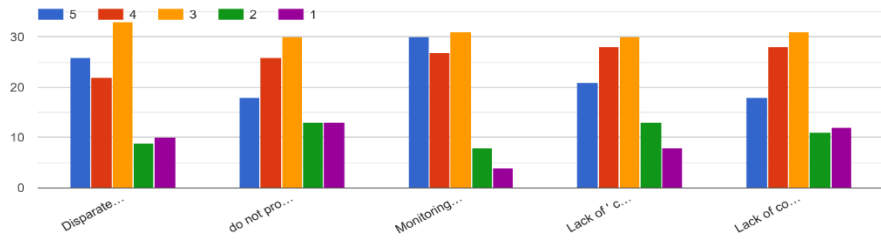


4. In the following, some of the socio-cultural factors that affect the participation of women in leadership positions are discussed. Please show your strongly agreed, agree,... 1: تماما موافق 2: غير موافق 3: محايد 4: موافق 5: تماما

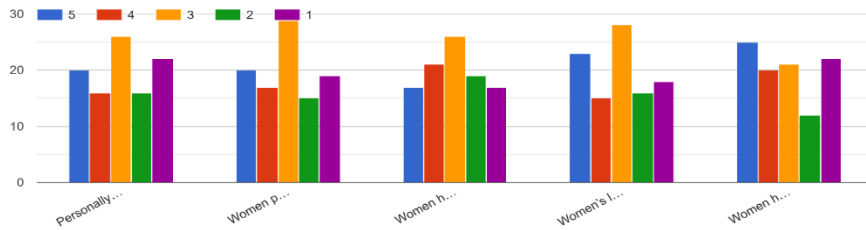


4114 Kuwaiti women IN Leadership: Management Challenges

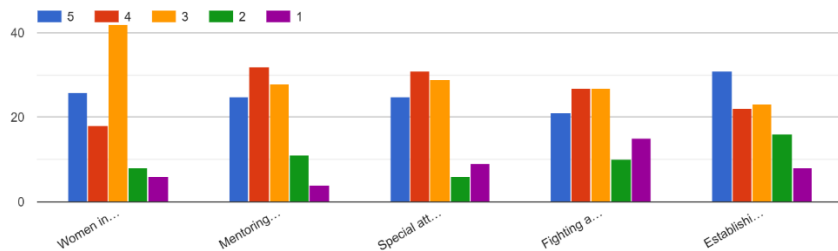
5. The following are some of the institutional factors that affect the participation of women in leadership positions. Please show your strongly agreed, agree, undecided, disagree, and strongly disagree...1: غير موافق تماما 2: غير موافق 3: محايد 4: موافق 5: تماما موافق



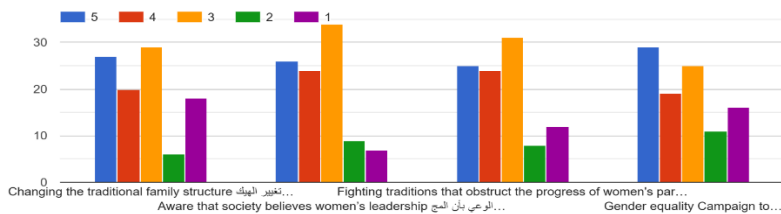
6. The following are some of the individual-related factors that affect the participation of women in leadership positions: Please show your strongly agreed, agree, undecided, disagree, and strongly disagree...1: غير موافق تماما 2: غير موافق 3: محايد 4: موافق 5: تماما موافق



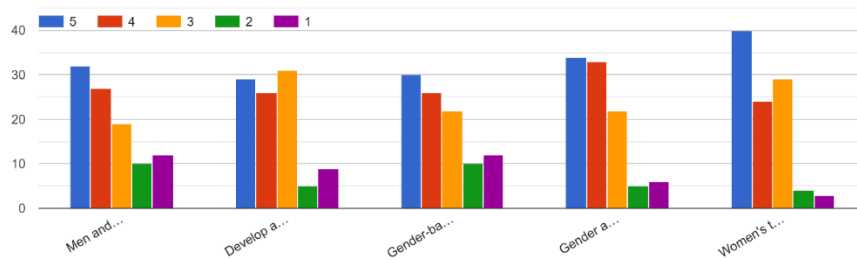
7. The following are some strategies that promote women's participation in leadership positions, please show your strongly agreed, agree, undecided, disagree, and strongly disagree...1: غير موافق تماما 2: غير موافق 3: محايد 4: موافق 5: تماما موافق



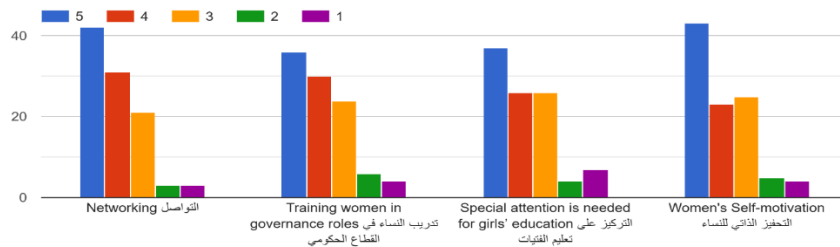
8. The following are some strategies that aim to overcome factors that affect the participation of women in leadership positions in relation to socio-cultural...:5 1: غير موافق تماما 2: غير موافق 3: محايد 4: موافق



9. The following are some strategies that aim to overcome factors that affect the participation of women in leadership positions in relation to institutional factors, please s...1: غير موافق تماما 2: غير موافق 3: محايد 4: موافق 5: وفق تماما



10. The following are some strategies that aim to overcome factors that affect the participation of women in leadership positions in relation to individual fa... : 5: غير موافق تماما 4: غير موافق 3: محايد 2: موافق 1: موافق



## Conclusion

Kuwaiti women leadership used to face a lot of social and traditions of obstacle before the declaration of the article of the Amir of Kuwait in 1999, the Emir Sheikh Jaber Al-Sabah.

After, however, it was overturned by the new parliament just months later by two-votes difference. Kuwaiti women were granted the right to vote in May 2005.

Since then Kuwaiti women get the right to have access to be minister, general manager positions in the top level of management.

Many Gulf Cooperation Council (GCC) indicators are comparable to other non-Western cultural areas. Multiple surveys in Kuwait show fairly widespread acceptance of women in leadership positions. Respondents feel that characteristics of women vs men managers are different, but strengths and weaknesses by gender balance out, so that men and women perform about the same. Traditional Kuwaiti culture seems conducive to women in management, but some specific cultural barriers remain. In particular, the diwaniyya, social gatherings to network and discuss current affairs, and wasta, connections, are dominated by men in modern Kuwaiti society. These are essentially social capital issues. Practical implications: Fostering continued progress for women in management requires recognition of the actual social and cultural situation; simply

arguing that Kuwait should be more Western in how it does things does not seem very useful. Originality/value: Research on women in management in MENA is not very extensive, but is important for understanding how to facilitate opportunities for women. In Kuwait, there seems to be general acceptance that women can be leaders in managerial positions, and little overt discrimination. However, lack of access to traditional social capital networks puts women at a disadvantage. social Effort needed from the civic society in Kuwait for more future opportunity in Kuwaiti women for top management positions.

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