



*Is being a project team member a gendered job in the
Government of Dubai?*

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Abstract

From the beginning of life, people have been paid to work. Traditionally, men have worked in various professions and occupations and were paid for their labour. Therefore, men were the family bread-winner in which the wife used to engage in what is nowadays being expressed 'unpaid labour' and that includes mothering, nurturing the children and caring for them in all aspects. However, since the beginning of the era of industrialization, which is around 250 years ago, women have started to engage in professions outside of their home while still being responsible for their family matters. This has been the case to this date, to the extent that women around the world have been calling for gender equality in terms of pay, work-life balance, working abroad and leadership.

The purpose of this research is to examine the gender and work in terms of doing and undoing gender, work-life balance, leadership, working abroad, pay and how to undo gender with regard to employees working in projects in Dubai Government and to consider to what extent working as a project team member in Dubai Government is gendered. The research was conducted using in-depth interviews with 20 employees working in organizations in Dubai Government that manage their work operations using projects. The results show that most of the interviewees do not feel that working as a project team member in Dubai Government is a gendered job as they find themselves to be supported as women by the project manager and the government. In fact, it concludes that since women are physically built to be softer than men and thus different and often hold a distinctive balance of roles and responsibilities to men, therefore, they should be given the right for flexible working hours while not expecting them to work (in quantity) as much as men.

Title

‘Is being a project team member a gendered job in the Government of Dubai?’

Introduction

Background

Women are part of our everyday lives touching every aspect of it. We all have mothers, grand-mothers, sisters, daughters, relatives, friends and for men they are wives. In essence, women make up half of the society. God created them to maintain the balance of life. Together with men they contribute to the continuation of the circle of life. Since the beginning of history, daughters have married and formed families with men as wives who bear children, care for them and nurture them, while the men go off and become the family's bread-winner providing food, shelter and financial security for the family. God has created the males and females of all species in the world physically different. That is evident in many species such as birds, cats, fish and finally human beings. Men's physical appearance is usually heavy, rough, strong and tough compared to women whose physical appearance is usually lighter, softer, weaker and more delicate than men. However, these physical differences might not be applicable when it comes to their mental abilities. Which is why the notion of the man always being the family's bread-winner and the woman always being the housewife who is responsible for matters relating to children's has started to transform throughout the world over the past five or more decades. This is evident through the number of women leaders who have reached high levels in all professions including the presidency of countries such as the current president of India, Pratibha Patil who has been incumbent since 25th of July 2007. However, the speed of women's career development varies across countries.

Scope

The country which I will examine in this study is the United Arab Emirates (UAE), which is a federation of seven emirates situated in the southeast of the Arabian Peninsula. It consists of seven emirates which united in 1971 from which the emirate of Dubai was chosen for conducting this study.

Around 50 years ago from today, as part of the UAE culture and tradition, families used to fire gun shots as a sign of celebration of the birth of a baby boy; whereas they expressed none of that when the baby born is a girl. There was favour for the boy in most Arab families in the UAE to the extent that some men would use the right of polygamy (a right granted in Islam for men to marry more than one wife in which a man can only be married to a maximum four wives at any one point of time with the condition that he must apply justice in treatment) to remarry if their first wife kept delivering baby girls. Their preference for boys comes from the belief that only boys can support the family together with the father while the more girls a father bears, the more burden there is to bear in the concern of their marriage and protection from indecency.

However, since the discovery of oil in the UAE, such beliefs have transformed massively and rapidly under the ruling of His Highness Sheikh Zayed Al Nahyan (1966 – 2004) as the UAE ruler put every possible effort and resource into transforming the UAE into a more civilized country in order to catch up with and reach the levels of developed countries. He increased the number of schools, for both boys and girls, and sent girls to continue their higher studies on scholarships granted by the UAE in universities in neighbouring countries like Kuwait and Egypt. For the purposes of higher education in the country, he founded UAE University from which many other universities have since followed and up to this day education is free of charge for UAE Nationals.

Consequently, Sheikh Zayed emphasized the importance of women and valued them greatly in many ways, such as equalizing their pay and grade scale with men. Additionally, given that the UAE culture, as derived from Islam, forbids the woman's body (other than the face and hands) to be seen by men other than her father, uncles, brothers, husbands and sons, therefore, many businesses such as beauty parlours, hospitals, schools, colleges, gyms and tailors are obliged to hire only females in their organizations providing further opportunities for women to be engaged in employed work. Moreover, even though some rich Emirati families (including the ruling family) still do not welcome the idea of their daughters and/or wives working in mixed gendered

societies, some have started during the past few years to accept this idea in which some of their daughters are working for government organizations as normal employees. Also, recently, as part of the activities of the UAE Federal National Council, there was a sitting in which working women from the public were invited to attend and have their say and voice their opinions regarding the current Human Resources Law implemented in Government departments placed with regard to Maternity Leaves.

Sheikh Zayed's vision led on to other leaders and governors in the UAE such as Sheikh Mohammed Bin Rashid Al Maktoum, currently the Prime Minister and Vice President of the UAE and the ruler of Dubai. This is evident in the grand transformation of Dubai into a global city and a business hub in which the development of women is significantly apparent. The UAE's religion is Islam, in which most of its culture and tradition is derived from, although this did not stand as an obstacle to women's individual career development. Women have developed career wise in various fields and sectors while still maintaining their culture, tradition and Islamic notions which is demonstrated in the traditional dress (the head cover and loose all-body clothing) and the practice of decency in terms of refraining from emotional relationships with men before marriage.

There are a number of women leaders who have proven they are worthy of their positions such as Sheikha Lubna bint Khalid bin Sultan Al Qasimi, who is currently the Minister for Foreign Trade and Engineer Maitha Bin Adi who is currently the CEO of the Roads Department at the Roads and Transport Authority in Dubai. The growth of the many other examples of women leaders would not have been achieved without the rules and regulations in the country which support the development of women's career. For example, some government departments such as the Roads and Transport Authority (RTA), Dubai Customs, Dubai Electricity and Water Authority (DEWA) have provided a nursery inside the department's campus for working mothers to support their children while they work. In addition, some departments, such as Dubai Municipality, allow women to leave work 15 minutes earlier than men in order for them to avoid being crowded together with men at the punching machine.

This child care provision and organization of the work place has encouraged more families, who are of a conservative inclination, to allow their daughters to go out and work with the consequence that they will benefit the country with their services as well as earn their own living. Moreover, the Human Resources Management System Law no. 27 of 2006 for Dubai Government states that each mother is granted the right of a ‘nursing hour’ for her newly born up to the age of 6 months. Furthermore, since every employee working for Dubai Government is entitled to an Annual Ticket, in which for a couple both of whom are working for Dubai Government, the entitlement for each party must be paid to only one person. The policy in line with instructions from authorities is that the higher in hierarchical position shall be the recipient, regardless of whether it is a man or a woman.

In addition, the support for women leaders is continually growing which is evident in the annual event of Dubai Forum for Women held under the patronage of H.H. Sheikh Mohammed Bin Rashid Al Maktoum where many women leaders from all around the world give speeches and share their experiences with the women of Dubai. On the other hand, women’s working has been encouraged greatly through the initiative of ‘Intilaq License’ which grants the Emirati women the facility to operate her business from home. Also, for women earning salaries from the Ministry of Social Affairs, the ministry has been encouraging them to play an active part in society by training them in crafts of which the products are then sold and the income is distributed to the ladies who made them. Through these types of entrepreneurial and skills development initiatives, they are slowly encouraging them to become more independent and become more accustomed to earning a living for themselves.

Purpose

Nevertheless, there is always room for development and innovation. It is true that the UAE, and especially Dubai, has developed to a great extent in a very short period of time, however, there are still some areas which can become more improved. For example, the

Higher Colleges of Technology offer some majors in the Men's College which are not offered in the Women's College, such as Mechanics and Aerospace Engineering. Also, the Industrial school receives only male students. In addition, statistics say that there are more male managers working for Dubai Government than there are female. And since the world is currently thought to be moving towards adopting many more project forms of work organization in their functional daily operations, therefore, the purpose of this study is to focus on individual career development of women working in Project Management in the Government of Dubai. The research for this dissertation will examine their obstacles, ascertain their causes, study their advantages and disadvantages and finally make recommendations for improved project management practice.

Gender, Work and Managing Projects

What is Gender?

Many scholars have researched the subject of gender at work and organizations especially studying the aspect of how gender is done. What is gender? In order to understand the exact meaning and context of the word 'Gender' we must first understand the meaning of the 'sex' of the person. The 'sex' of the person is the fact that human beings are classified into two kinds: male and female. However, 'gender' is performed and communicated when a certain human being portrays 'masculinity' or 'femininity' and that behaviour and display is defined by a set of characteristics given by the society, culture and norms. For example, what makes a 'male' different from a 'female' is their sex organs and physical appearance such as the difference in voice texture and skin texture. On the other hand, the society, culture and norms make a 'man' different from a 'woman', for example, setting the custom for men to cut their hair short, and women to grow it long. Therefore, when a woman cuts her hair short, this is a sign of 'masculinity' and vice versa. Consequently, 'short-hair' belongs to the male gender.

Based on this idea of societal and social construction, gender is defined by scholars (e.g. Kelan, 2009) as identified by society's norms rather than being a sexual classification, or sexual categorization and therefore is accomplished through human interaction. Seymour (2009) argues that gender is decided by the society, for example, the society's norms imply that masculinity is defined by being unemotional, logical, independent and hard but fair. In addition, other authors also found that parents play a vital role in the higher degree choices their daughters make in terms of major. They tend to guide them into occupations which normatively are more female gendered (Pringle et al, 1998). Emslie et al., (2009) define 'gender' as the way each individual was raised to portray his/her male or female identity and so it is fundamentally a social practice more so than it is the objective property of an individual. Accordingly, 'gender' is practiced in various ways in organizations around the world and this diversity is portrayed in studies conducted by scholars. Through a research study in Turkey, it was found that the term 'ladies' was used

to refer to 'women' rather than women, which gives them a sense of being creatures in constant need of protection (Moustafa et al, date). From another perspective, some scholars found that men working in the field of construction enjoy it and find it is a way for them to express their male identity as they can display 'heroic exercises' of manual work and the fact that when women, 'the weaker creatures', share this job with them, it violates their territory and sense of gender identity (Pringle et al, 1998). Ranson (2003) compared men's and women's views about the three categories of careers paths: Organizational which refers to career development with one employer; Occupational referring to career development achieved by moving between different employers; and Entrepreneurial denoting self-employment. She found that men and women agree on the advantage of organizational career paths which provide job security, however, they differ in their understanding of job security. Men defined job security from the financial perspective as they see themselves as the main family bread-winner. Whereas, women defined job security as being able to have flexibility in working hours in order to attend to family matters. The same perspective was seen in terms of the advantage of entrepreneurial career paths for the way it provides employment flexibility (Ranson, 2003).

Binns (2008) conducted an insightful study on Relational Leadership in which 'gender' is done in an interesting way. The author here presents the idea of 'Relational Leadership' which differs from 'Heroic Leadership'. The former is a more emotional self-appraisal and the leader tends to lead by example, whereas the latter is emotionally controlled, ordered, prioritizes work over family and seeks to never show any signs of weakness. The former's gender is a feminine approach, while the latter is considered more masculine. She found that even though both sexes can portray both leadership styles alternatively, it is harder for men to portray it flexibly than it is for women because men have been raised to be 'male' leaders (Binns, 2008).

How is Gendering Practiced?

Moreover, one researcher concluded that doing gender at work can be explained based on the theory of 'Othering' and 'Belonging' which are both socially constructed concepts. In a study in Turkey, it was found that working longer hours than contracted is considered a sense of 'belonging' and that women are less likely to work longer hours due to the child care commitments which causes them to be treated by men as 'the others' (Ozbilgin et al, 2004). Also, when it comes to work-life balance Emslie et al (2009) found that most women mix work with family by thinking of work at home and vice versa, while men tend to disconnect themselves mentally and physically as they set off to work. From the aspect of women working abroad, research by Adler (2010), the findings were that even though companies will not object to sending a woman abroad, they would not normally do it unless the woman explicitly requests an expatriate assignment. On the contrary, male employees are routinely sent abroad based on the instructions of their superiors. Also, with regard to dual-careers, usually, as stated in the HR law, whenever a man is sent on an international assignment his wife is anticipated to travel with him in which her travel expenses are inclusive of the offer. Also, it may be arranged that she can also find a small paid job in the company's partner organization more or less assuming that she would not want something bigger (Adler, 2010:).

The research question arises therefore as to what could be the reason that lies behind gendering when it comes to career development?

Why Does Gendering Occur?

Watts (2007) found that the masculine gender dictates that this male holder's job is known to have long working hours in which the conflict between work and family is high. And since the feminine gender norm dictates that it is the mother principally who should care for the family rather than the father, therefore, she is forced to take on this role. Furthermore, in construction, it is culturally known that in order for the employee to be worthy of a career progression, then they should be ready to put their work before their life – 'live to work'. And that is why women make up only 5% of this work sector's

employed population as they find it very stressful to balance work and life in the construction industry due to the gender differences (Watts, 2007). In addition, in a study on women educational managers, Coronel et al., (2009) found that the reason behind those challenges that women face in career development in the field of education include the fact that men workers are dominant in this field, and compared to the profession of teaching, administrative work is treated as a trivial occupation (Coronel et al, 2009).

Moreover, in relation to the gendered pay gap, they found that one of the main reasons behind the gender pay gap is because the lower skilled professions are gendered to be exclusively feminine, including cleaning, clerical work and/or catering. Also, it was found that the lower the woman's grade, the higher the satisfaction with her pay due to the fact that more women make up the lower grades of occupations professions in comparison with men, and therefore they compare their salaries with each other. Whereas, higher grade professions are dominated by men and therefore women at these levels compare themselves with men who are usually more highly paid (Smith, 2008). Furthermore, as a result of a study done in Kuwait, an environment very similar to the UAE, Name (date) studied the job satisfaction of Kuwaiti women working for the banking sector. His findings were consistent with Smith's (2008) research that the lower the education levels the higher job satisfaction, due to the fact that job satisfaction expectations increase as education levels increase. He also found that any dissatisfaction detected with promotion chances from Kuwaiti women employees is 33% due to unsatisfactory supervisory style and/or employees' expectations. However, none attributed it to gender discrimination (Metle, 2001).

Additionally, from the research conducted by Adler on women working abroad, it was found that the reasons why companies are reluctant to send women on international assignments are summarized as follows: women refuse to go abroad, companies refuse to send women abroad and foreigners stereo type women expatriates working as managers that they are less likely to succeed as men would (Adler, 2010). Likewise, when some female students were asked about their potential choices, most of them sought after female gendered occupations for the reason that they did not know about the wide range

of opportunities on offer in the labour market. In effect, the lack of supply and the reluctance to recruit combine to produce the same result whereby it is found that employers are not employing women in labour work because women are not applying for the job in the first place (Pringle et al, 1998).

The Effects of Gendering

Having said that, obviously there are many affects of gendering which researchers have studied. Pringle et al, (1998) found that women felt that if they showed interest in flexible working hours this will portray a negative image to the management that women are not serious about their work and thus will limit their promotion chances. Moreover, it was noticed that some women tend to conceal their family plans during recruitment interviews for fear of being rejected and seen as a person who will not be fully dedicated to the job given the family responsibilities that women typically tend to juggle with work (Liff et al, 2001). With regard to the topic of work-life balance, Coronel et al., (2009) researched the challenges that women managers working in the education field in Spain face professionally and personally. This category of women were found to be unable to receive enough support from the governmental educational bodies including those which provide equity for working mothers due to the fact that most government leading professionals were male. Watts (2007) found that women working in the professional field of civil engineering are a minority due to the big demands of this profession which are enforced by male managers (Watts, 2007).

Nolan (2008) undertook a research study to validate Hakim's (date) theory that claims that almost all women prefer to balance work with family whereas men seem to divide up into two categories: work-centred and adaptive. She narrowed down her research focus to find out how each category of men reacts to job insecurity. She found that the adaptive men considered their family to be a higher priority than work although that did not mean they took on the role of the mother in the family, unlike the work-centred males who seem to have their work be at first priority over family. Also, the former group reacted to job insecurity in two equally different ways: a threat to financial security or as room for

better opportunities, whereas the latter group found it very difficult to accept this situation. Hite's (2007) study on work-life balance versus gendering examined the barriers to career development faced by Hispanic women. The starting point of her research is the fact that in the USA, ethnic races other than White women have not advanced much in career terms during the last few decades. The reason for this discrepancy is closely linked to their gender and ethnic identity which are closely intertwined. One of the reasons behind this is the fact that it is part of the Hispanic culture for women to be strongly attached to their family whether the woman is married with children or single with no children. Thus, the strong bond with family acts as a barrier to career development as it results in high conflict given the highly consuming demands of advanced careers positions in the USA, which includes the need to spend very long hours engaged in employed work.

In terms of pay being gendered, Smith examined the pay gap differences between men and women at a university in UK. She found that there are several reasons behind the gender pay gap in general such as the fact that since women take the primary responsibility for child and elders care they are expected to work for less hours than men (Smith, 2008). Scholars have found that having children seems to have a positive impact on men's wages unlike women who having children impacts on their pay negatively as it causes them to miss out on promotion chances (Eveline et al, 2009). Koskina (2009) researched the gender pay gap in Greece. He found that even in Greece, compared to Europe the issue of a gender pay gap exists in many public sector organizations. This is evident in the fact that many Greek employers tend to filter out resumes of married women with children due to the gendered role of a women which is to be strongly committed to family responsibilities making them less competitive candidates due to the fact that their frequent periods of absence from work – to follow family responsibilities – will often be considered as a cost to the organization.

On the other hand, with regards to the topic of Home Working, one author researched the pros and cons of working from home for academics working for a university for both males and females. She found an interesting difference in response based on gender from

the interviews she conducted. Even if both the husband and wife work from home, the woman finds it more stressful than the man. This is because the gender expectation is that women are responsible for the care of the children, elderly and domestic house chores. Thus, making home working very much more distracting with the eventual outcome that they do not achieve much to their satisfaction in either role responsibility. Therefore, even if home working can be offered as an alternative for women to achieve life-work balance, it is not really fruitful given the gender differences of employees even when they are working from home (Araujo, 2008).

Hilbrecht et al.'s (2008) research on the pros and cons of women working at home assessed whether this form of employment flexibility is to the advantage of women or becomes more of a scheme of exploitation for them. Their findings highlight some of the problems that home-working creates for women. While performing unpaid labour at home (mothering and household chores) women are deprived from having time for attending to their own needs and concerns to the extent that the women interviewed felt helpless to express it or even feel that they have the right to demand it. Di Domenico (2008) researched the gendered role of home-based business focusing on hospitality market segment. She found that running businesses from home was found to be a bit embarrassing for men and men are less likely to go for it. Even women who heard of men who work from home were surprised and found it to be unusual. Hence, the gender of home working is known to be feminine. Statistics reveal that there are much more women running their businesses from home than there are men.

Men and women may respond differently to aggressive and chaotic work environments. Seymour's (2009) research on the subject of 'Violence Intervention,' which is known as difficult, demanding and frequently confronting work, found that the affect of these issues can have a more intense and wider effect on women than it does on men. She also found that men's concerns in a violent environment are basically displayed within the limitations of the organizational structure whereas women face the challenge in this environment to deal with their personal struggles of being recognized as a female worker in a male dominant work society. Nevertheless, the lack of involvement and advance of

women may be compounded by practices such as those arising in Turkey calling women 'ladies', which implies managers should refrain from giving women positions/roles which require lots of running around and potential conflict for the simple purpose of wanting to protect them. It is noticeable that in both Turkey's and Britain's banking sectors, men dominate the high level executive management positions (Ozbilgin et al, 2004). These institutional environments often contain dense and elite networks of managers. Benschop (2009) examined social networking and its implications for gender. She defines networking as a set of nodes that set relations with each other providing social support, shared values and information exchange for the participants in the network. She found that given that men dominate the workforce, and since they are found to be homophilic creatures in the work place, the networking is stronger among men than women.

Conclusions on Doing Gender

Based on all of the above, the following are some concluding points, as do numerous scholars, Liff et al., (2001) found that women believe that the perception of their male managers about women was based on general stereotyping rather than on individual assessment. Similarly, Styhre et al., (2005) examine how the media reported the production of a new car project called the YCC (Your Concept Car) fully designed and engineered by the first automotive industry team of all female employees. The interesting part of the research is that not only women were stereotyped as being emotional, passive, irrational, lacking in leadership skills but also men were stereotyped as being egotistic, directive and shallow minded (Styhre et al., 2005). After studying gender in networking, Benschop (2009) concluded that gender and networking are intertwined. However, after conducting thorough empirical research she concluded that doing gender is not visible in networking, and that it actually depends on the individual (Benschop, 2009). Evetts (2000) optimistically predicts that this change can be seen to be taking shape in many places in the world and will eventually lead to the advantage of women and the satisfaction of all (Evetts, 2000). However, doing gender is generally an unavoidable practice (Kelan, 2009). As for work-life balance versus gender, balancing work-life is

subject to the individual him/herself in terms of his/her individual perspective on gender and work. Emslie et al (2009) conclude based on empirical research conducted on a sample of men and women in their 50s that even though it is women who are more likely to give higher priority to their family over work, men still wish that their employers are flexible enough to support them in giving equal time to work and life, rather than going with the gendered image of a man which dictates that spending more hours at work than home is what makes a man. Craig et al., (2009) reported that such enlightened employer approaches will increase their work-life balance and overall satisfaction.

With regards to home-working and gender, it was found that women who are more likely to work from home are those of medium level professions (Araujo, 2008). Also, the research concluded that home-working caused women to even more stress themselves as this strategy seems to suck out most of their energy leaving very little or even no time for themselves. They contended that this will definitely result in negative emotional consequences over time (Hilbrecht et al, 2008). In terms of leadership and whether being masculine or not, one scholar researched the effect of the teacher's gender when teaching Leadership and how the process of leadership is actually a form of seduction as the word 'seduce' originally means 'to lead' in Latin. Leadership is widely and wrongfully known as the result of power. She found that leaders often pay great attention to their physical demeanour bearing in mind that it implies a leader's vibe based on their character and style. She noticed that male teachers seek to amaze their audiences while female teachers feel a little conservative. She also noticed that male teachers who convey a leadership character will often conduct break-the-ice conversations which are well known friendly method of interpersonal communication within the male community. She also found that students are more likely to fear a female teacher than a male teacher due to the fact that the female teacher conveys the image of a bossy mother. Fear is anti-seductive (Sinclair, 2009) and these conscious and unconscious gendered patterns and styles of communication may influence the extent that the student audience perceives the teacher to be a credible leader.

Investigation of the research question, 'To what extent is leadership a sense-making process impacted by gender?' found that it is not impacted by gender to a degree of 98%. Grisoni et al.'s (2007) test involved having 3 teams each working on a task. The first team consisted of only men, the other only women and the third mixed gender. In fact they found that all of the teams were focused on completing the task giving very little attention to emotions (Grisoni, 2007). Furthermore, it was found that nowadays the advantages of having women in leadership roles seems to be overpowering leadership styles based exclusively on male-dominated approaches. One of the disadvantages found in male-dominated leadership styles, is that men are less likely to solve problems as soon as they appear, instead, they would wait until the problem grow bigger with a more critical impact before they take measures to resolve it. The research literature shows that women in leadership has been improving more rapidly during the past 2 decades which is greater than ever before. Statistics gathered in the United States show that women now make up 24% of the organization's chiefs (Eagly, 2006). In addition, Adler (2010) found that the number of expatriate women working abroad as managers is slightly increasing.

Some scholars predict that the number of women sent on international assignments will see much greater employer demand especially given the problems created by global financial crisis which may encourage employers to attend more to the fact that women are usually paid less than men. Many women have proven that women are just as successful expatriate managers as men (Adler, 2010). I also researched the subject of bounded emotionality which is an alternative emotion management approach. If emotions are managed properly at organizations then they can contribute to adequate community building and personal well-being and can enhance productivity at the workplace. The author also found that certain factors like rapid growth of organization, limited human resources in the market and pressure of competition prevent successful maintenance of bounded emotionality. She states that other scholars concluded that it is more likely for a woman leader to support the bounded emotionality approach at an organization. She also stated that scholars defined a form of displaying emotion called emotional labour. Some jobs require showing emotion such as flight attendants and beauticians. In this regard, when employees are forced to show positive emotion towards their job this can be

regarded as a method of control by the organization's authority. In addition, people working in this field feel controlled because they have to show the opposite of what they are feeling at times. Therefore, bounded emotionality has to be adopted not for the purpose of controlling the staff but to enhance the well-being of an employee. Other scholars found that it should basically focus on creating bonds between work colleagues in order to achieve harmony and therefore enhance productivity. However, all the previous findings were based upon studying small organizations which are not usually profit based. Very little research was implemented in big organizations that are profit based. Therefore, the author conducted a study accordingly and she chose The Body Shop as a case study example.

The Body Shop company consists of 5 big companies distributed across 42 countries of the world in which a considerable number of its employees, especially in top management, are women. The authors found that bounded emotionality was enacted greatly at the body shop in which the employees often talked about their personal life with each other. Also, they expressed frustration freely. They also express happiness in which their smiles usually reflect what they felt internally. Most of the staff felt at home while working at The Body Shop. However, some staff preferred some degree of emotional distance. Also, emotional labour was seen mostly in the marketing division in which staff had to display happiness and enthusiasm even if it conflicts with what they are really feeling. The author also found that Bounded Emotionality is more likely to exist but not necessarily exist in an organization with females being dominant (Martin et al, 1998).

How Can Gendering Be Undone?

Consequently, in order to undo gender, Kelan (2009) found that the act of undoing gender can be imposed by the women herself. The women she interviewed were neutral in terms of gender as they viewed themselves as workers rather than women employees. For example, women can follow certain mechanisms to present professionalism rather than gender, such as presenting their business cards at the beginning of a meeting in order to

falsify the 'secretary image' done by gender (Kelan, 2009). Ozbiligin et al., (2004) recommend that in order to change the gender doing at organizations, the action should be initiated by women which would include customs and practices of turn-taking in business conversations (Ozbiligin, 2004). Correspondingly, Evetts (2000) discusses the route to change the gendered image of women's careers. She did her research on three pivots: culture, structure and action. Based on that study she concluded that once women start taking 'action' in decisions matters regarding their career, and change occurs regarding the career structure in regards to policies and organizations, eventually, the culture will begin to change, and that will reflect on improvements in accommodating differences relating to gender (Evetts, 2000). In addition, Evetts recommended that steps towards the solution in tackling this problem include persuading authorities to treat gender as a verb rather than something that someone has, and therefore put in place the right policies to equalize pay disparities between employed women and men (e.g. Eveline et al., 2009). Eventually, the author confirms that rules and regulations placed by the institutional mechanisms in Greece were created and instituted by men to the favour of men and that they are in need of political configurations to change and justify women's rights in career progression (Koskina, 2009).

Pringle et al (1998) found that in organizations involved in project management, women are more likely to manage projects in which their job responsibilities do not involve labour work (Pringle, 1998). This leads us to the scope of this dissertation and that is, doing gender in projects. What is a project? As based on the PMBOK (Project Management Body of Knowledge), a project is a unique and temporary work process. It is defined as temporary because it always consists of a definite beginning and a definite end together with an objective. Once the objective(s) are met, this announces the end of project. The end of the project can also be announced whenever it is decided that the objective of the project cannot be met, and thus, the project is cancelled. Project Management, is the process of which the project is carried out. A 'Project Manager' is the one responsible for carrying out the project and making sure that the objectives are met. A project consists of team members who carry out the actual work of the project. It also involves stakeholders of which are identified as being; any party involved in the

project. For example, the construction of the Dubai Metro was carried out by the Roads and Transport Authority in Dubai and involves a number of stakeholders. The stakeholders involved included Dubai Police, since they are responsible for the security of the metro stations; General Department of Civil Defence, which is the authority responsible for the safety of metro stations and trailers in terms of fire risk analysis; Dubai Municipality; since they will be responsible for the environmental aspect of the Dubai Metro; plus the neighbouring businesses to the Metro Stations as their businesses could or could not have been affected by the Dubai Metro construction.

Moreover, project managers often refer to the three factors influencing a project which are: scope, time and cost. Any change in the planned duration/amount of the mentioned factors could mean a project over-run. They also often refer to the project Critical Path, which includes the project milestones that determine the actual length of the project. Any delay in achieving any of these milestones will automatically result in the delay of the whole project. Projects and operational work share a number of things which are: human resources capital, time limit and the fact that it is being planned, executed and controlled. The only difference between the two is that operational work is an ongoing process and defines the general work of the organization, while a project is defined by a start and an end and is unique in terms of overall experience. Most organizations nowadays have adopted the approach of 'Management by Projects'.

Management by Projects means that the organization manages some of its work by projects. The benefit of this approach in my opinion is that organizations will more often see work being accomplished as was previously anticipated. How many times have organizations initiated brilliant ideas and have actually started them, just to see them melt into the daily work operations and then are left unfinished? Should have these ideas have been managed as a project, in which a Project Manager and project team members are appointed, and a beginning and an end is established and the cost is allocated, then by continuous follow-up and measuring KPIs, the product/idea will finally evolve and see the light of day. I personally feel that 'Management by Projects' is a very effective set of theories, tools and techniques to help push forward the execution of any plan.

Project Management and Gender

The PMBOK has identified 44 project management processes and has organized them into 9 groups called Knowledge Areas of which I will examine closely how gender expresses itself and influences these areas. The first area of knowledge is: Project Integration Management. It consists of: developing project charter, developing preliminary project scope statement, developing project management plan, directing and managing project execution, monitoring and controlling project work, integrated change control and close project. I personally feel that the most tasks which may be influenced by gender is: develop project management plan and monitor and control project work. The reason why I see it is influenced by gender is because of the different ways men and women work together as groups. First of all, I find that working in groups is the only way projects are to be executed. I found that working in projects is all about working in teams actually rather than groups.

According to a scholar, a team starts off by being a 'collection', in which the leader and members relationship is very much as of a relationship between an adult and a child, in which the collection member is being 'told' what to do. Then it advances into a form of a 'group', in which it the relationship between the leader and the 'group' members is very much as the relationship between a 'parent' and an 'adolescent' as the communication between them goes in both directions. And finally the 'group' evolves into a 'team' in which the leader 'coaches' the team members and the communication flow is amongst the team member together with their leader. Therefore, since working in projects is more of working in teams, according to the experiment that Grisoni (2007) conducted, I find that if the project is led by a woman, then I believe she would need the input of all the team members to derive the project plan which is an advantage in my opinion. Secondly, in terms of monitoring and controlling the project work, I believe a woman would make a better job because she will tend to use the 'Relational Leadership' style as found by Binns (2008).

The second area of knowledge is: Project Scope Management which includes the following processes: scope planning, scope definition, create WBS, scope verification and scope control. Again, I believe that there is some evidence that women are stronger in working in groups than men, therefore, proceeding to this process as a group, will definitely result in a fruitful information gathering session. According to Grisoni (2007) women tend to share their weakness in an area of knowledge, which assures that all team members are on the same page, whereas men would feel more reluctant to express their ignorance of a certain area of knowledge and that might lead to unwanted result.

The third area of knowledge is: Project Time Management. The process of which I find might be influenced by gender is Activity Sequencing. Women often tend to pay much more attention to detail, in which I find will be quite advantageous in this area of knowledge. With respect to the fourth area of knowledge which is: Project Cost Management, I contend that men will do a better job here and specifically speaking about men who portray the 'Heroic Leadership' style, as adopting this leadership style will help control the expenditure firmly. The fifth area of knowledge is: Project Quality Management. I personally believe that the input of women in this area of knowledge is vital, as according to Styhre et al., (2005) who examined the Volvo car project who was solely designed by women, women can contribute to developing a product that will meet both genders expectations and will therefore be more convenient and worthy of its value. The sixth area of knowledge is Project Human Resource Management, of which again I find 'Relational Leadership' which is known to be a feminine leadership style, quite highlighted in this area. I find that 'Relational Leadership' is a modern style which respects human emotions and nature and can therefore contribute to a better well-being of the project team member, and that in its own sense will certainly contribute in better productivity and self-motivation to the employee.

With regards to the seventh area of knowledge, which is Project Communication Management, I assert that the process of Managing Stakeholders can be very much carried out by skills which may be known as 'feminine' and that is the skill of 'diplomacy'. In the example of Dubai Metro, businesses that may have been impacted negatively by the surrounding construction of the metro can be spoken to in a high degree

of courtesy. I feel that this kind of attitude is generally gendered to be feminine (Binns, 2008). According to Eagly (2006), women are more likely to attend to problems before they get overstated, therefore, Project Risk Management, which is the eighth Area of Knowledge is recommended to be carried out in the 'feminine' way. Lastly, the ninth area of knowledge which is Project Procurement Management is, in my opinion, not influenced by gender.

In the view of that, since this study will focus on Project Management in Dubai, UAE, this leads us to the research questions of this study:

- 1- How is gender defined in the view of Dubai Government employees who are working in Projects?
- 2- What are the signs that gender is being done in project based organizations in Dubai Government?
- 3- What are the possible causes of gendering in organizations and occupations that involve projects in Dubai Government?
- 4- What are the effects of gendering in such environments?

Methodology

1- Dubai Government HRMS Law

The HRMS Law applied in Dubai Government is no. 27 for 2006 (Appendix I). This law was examined and studied to find to what extent is it gendered and how does it support both genders in terms of career development.

2- Statistics

Statistics were collected from across Dubai Government consisting 30 government departments.

The statistics include:

- 1- Total number of female employees per marital status
- 2- Total number of male employees per marital status
- 3- Total number of male and female employees per grade category.
- 4- Total number of male and female employees per grade category and marital status.

3- Interviews

Sample

An in-depth interview was used to study and find answers to the research questions. Each interview took around 40 to 1 hour to complete. The questions were open ended. Below are the interview questions. The interview was conducted for 20 people all of which are team members of projects. The interviewees varied among UAE Nationals and Expatriates, male and female within different fields.

The interview schedule commenced in a way that it would target women of various professions in Dubai Government in order to find out more about their individual career and personal development in conjunction with their job satisfaction. As a result of this pilot study, my actual pilot study evolved.

Interview Schedule of Pilot Study

- 1- Tell me more about your background and education before working for Dubai eGovernment.
- 2- What are the main sources of job satisfaction from your point of view? And how can they be improved?
- 3- What factors in the job do you consider most likely to persuade you to leave the organization? And why?
- 4- What characteristics do you think should be present in your supervisor in order for you to be satisfied with their performance, behaviour and supervisory style?
- 5- What do you think can be offered for the UAE National women in Dubai to make them better satisfied with their job and career development? What are your recommendations?
- 6- From a manager's perspective how important do you find employee job satisfaction to be when it may not always affect productivity?
- 7- Are you willing to let go of an important human asset, who is critical to your business just because they are not satisfied with the job?
- 8- To what extent are you willing to apply effort into achieving employee job satisfaction for your supervisees?
- 9- As a manager, do you go with honest and direct communication or with an equivocal strategy?
- 10- As a manager, when do you usually take action in decisions related to your employees' job satisfaction? When do they report their dissatisfaction? Or do you not wait for that to happen?

- 11- How do you see your career developing?
- 12- As a UAE National lady working for DG do you feel that you have good career development chances in your current position? Why?
- 13- What, from what you have achieved so far in your career was in your plan? What wasn't? Why? What were the obstacles?
- 14- How do you feel career development and job satisfaction are related?

Interview Schedule of Actual Study

- 1- What is your educational background?
- 2- How long have you been working for Dubai Government?
- 3- To what extent are you involved in projects?
- 4- What is your marital status? Are you caring for anyone in particular? Who? And why?
- 5- To what extent do you feel attached to your family (whether single or married)?
- 6- Do you feel that working in projects is a gendered job? If so, why and how?
- 7- In what way do you feel men and women are treated differently in projects?
- 8- How are the roles of the wife and husband with regards to the family financial support and caring versus working in projects similar/different?
- 9- How do you feel towards your project manager whether he/she were male/female? Which gender do you find yourself more likely to follow?
- 10- What is your view on working longer hours in projects with regards to gender, single and married?
- 11- In terms of thinking of work at home and visa versa, how different was that before/after marriage? How is it influencing your life?
- 12- Do you feel that women are paid less in projects than men just because of their gender? Do you feel it has anything to do with education level?
- 13- What is your view on flexible working hours and home working on projects?
- 14- In what way do you feel your project manager is supporting you as a married person?

- 15- Do you feel that your gender has an influence on your promotion chances? If yes, in what way?
- 16- In a project environment, what are the challenges that you face as a man/women? In what way do you think these challenges are to be tackled?
- 17- With regard to working abroad on projects, do you feel this assignment is gendered?
- 18- In what way do you feel your gender is affecting your performance in projects? What can be done better?

Results

1- Dubai Government HRMS Law

It is worth mentioning that the HRMS Law applied on Dubai Government is not at all gendered, in fact, if you may put it, is in the favour of women. Firstly, this is evident in the fact that the pay scale is equal for both males and females. This is evident in the last page of the Law (Appendix I). Also, there is no difference in the working hours' eligibility, part-time employment, temporary employment and leaves. Specifically speaking about leaves, it is stated in the law, that the women are entitled for Maternity Leave (Article 126):

- 1. Permanent female employees are entitled to a paid maternity leave of 60 days which may be combined with annual leave or unpaid leave up to a maximum of 100 days from the start date of the maternity leave.*
- 2. Pregnant female employees may take maternity leave up to one month prior to the expected date of delivery.*
- 3. Upon her return to work and for the duration of 4 months, a nursing female employee is authorized to leave the work for two hours daily to feed her infant.*

(Source: H.H. the Ruler's Court of Dubai, Dubai)

In addition to that, the law has introduced for the first time, the Paternity Leave which states that the father is entitled for 3 days of Paternity Leave with full pay to be taken anytime during the first month of the baby's birth (Article no. 127). Even when it comes to Idda Leave (Article no. 129), (in the event of the death of the Muslim lady's husband, the Muslim wife is to reside at home for a period of 4 months and 10 days as per the Islamic Sharia), the woman employee is entitled for a full pay of this leave in which even the annual leave and Annual Ticket entitlement should continue being accrued during it. What is even more interesting, is what is stated in Article no. 133, which states that the employee is granted an unpaid exceptional to travel with their spouse who is sent abroad on a scholarship/study or official trip or has been delegated, seconded, transferred or attached to a regional or international party up until the mission is complete. Even though

the leave is 'unpaid', but it still holds the employee's right in their position while they are away until they get back regardless of the period of absence.

One of the employee's salary package is the Annual Ticket. The Annual Ticket policy states that every employee, if single, is entitled to an amount per their grade. Whereas, in case the employee is married, they are (limited to certain grades) entitled for a ticket for themselves, their spouses and maximum 3 of their children who are under 18 years of age. However, in case both the husband and wife are working for Dubai Government, then only one of them should receive the Annual Ticket for the whole family (Article 152). The Executive Council, the body who placed this Law, has determined the criteria of deciding on what basis should the husband be chosen or the wife. They agreed to first look at the ticket entitlement amount of the countries of which each of the spouses belong to and pay the Family Tickets to the spouse of the higher entitlement. Meaning, if a British lady is married to an Egyptian man, given that the ticket price from/to Dubai/London is more expensive than Egypt, then the Family Tickets are paid to the wife. Secondly, in case the ticket entitlement for both the husband and wife are equal, they then examine the spouses' grades and pay the Family Tickets to the one with the higher grade. For example, since the employee placed on Grade 14 is entitled for Business Class tickets, whereas, grade 10 employee is paid on Economy class, in case the wife was on grade 14 while the husband was on the 10, therefore, the wife receives the family tickets. Lastly, in case the grades are equal, then the family tickets are paid to the husband due to the norm that providing financially to the family is known to hold the 'male' gender. Furthermore, on the subject of sending employees on official missions inside or outside the United Arab Emirates, Article no. 155 in the law states that:

Departments might provide air tickets for an employee's eligible family members to accompany him/her on a training trip exceeding six months. Also it shall provide an air ticket to a family member to accompany a female national employee going on overseas business trip or training of whatsoever duration.

(Source: H.H. the Ruler's Court of Dubai, Dubai)

With reference to the last sentence, which may give the impression to some that Dubai law is gendered because it notes that a national lady cannot travel on her own, I can say that it is not that at all. I justify that by, since the UAE abides to the Islamic Shari 'a, and since in Islam, a woman is not to travel for more than 81 kilometres without being accompanied by a man who is known to be a 'Mehrem' of hers (Mehrem is either the father, grandfather, uncle, brother, husband or son), then what is stated in this article, is supported by Islam rather than gendering imposed by social norms. Therefore, in case she requires a 'Mehrem', then Dubai Government will cover his travelling expenses. However, she can if she wishes, to travel on her own. This is indeed encouraging all UAE National ladies to go on international assignments.

Turning to consideration of the subject of work-life balance, I found that since the calendar year consists of 365 days, of which 104 days are weekends (there are 52 weeks in a year of which the official holiday for Dubai Government employees is Friday and Saturday), and since there are 11 national holidays during the year (Appendix II), this leaves us with 250 of working days a year. And since the average entitlement for Annual Leaves for each employee per year is 22 working days, this boils down to 228 days a year only to work. Not to mention any other leave the employee might use. And given that the official working hours for Dubai Government employees are 7 hours per day, in addition to one hour that is spent on transportation from/to the office, which makes up 8 hours for work. And given that the average human being sleeps up to 8 hours a day, therefore, the time of which the person is awake is split into half, in which the morning half only is spent at work, whereas the other half, is for personal leisure. Therefore, I can clearly say that the work-life balance is achieved considerably and fairly as the only spend around 60% of half of their days at work.

Based on all of the above, despite the third criteria used to pay the family tickets, I confirm that Dubai Government is not gendered, in fact it has worked to the favour of the employee in general, and probably even to the favour of the woman. Moreover, since all UAE National employee working for Dubai Government are entitled for Pension, therefore, they are enrolled in the Pension Scheme offered by the General Pension and

Social Security Authority (GPSSA) which follows the Federal Government in which it states that both male and female are entitled for the Pension salary after completing minimum 20 years of service. It is worth mentioning that this law has changed in 2004 in which female employees were to be entitled for the Pension Salary after completing minimum 15 years of service, whereas it was 20 for males.

2- Statistics

It was found that in Dubai Government, there are 57451 male employees compared to 13833 females.

Table 1: Total number of female employees per marital status

Females

EMP_NO	MARITAL STATUS
525	Divorced
88	Divorced with Dependant
8187	Married
4916	Single
117	Widowed
13833	Total

(Source: Dubai Statistics Centre <http://www.dsc.gov.ae>)

Table 2: Total number of male employees per marital status

Males

EMP_NO	MARITAL STATUS
194	Divorced
69	Divorced with Dependant
33899	Married
23274	Single
15	Widowed
57451	Total

(Source: Dubai Statistics Centre <http://www.dsc.gov.ae>)

This Table shows us some interesting facts about gender in Dubai Government in general. It shows that the ratio of men compared to women is 4:1. In addition, it also shows that the ratio of married men compared to married women is also 4:1. Which indicates that 50% of the women workforce are married just like 50% of the men workforce are married too. On the other hand, the ratio of single men compared to single women is 6:1. Which means that marriage is not really considered as an obstacle for getting employed in Dubai Government. Another interesting fact is that 43% of the divorced employees are women. Also, 88% of the widowed employees are women as all. Which means that even being divorced is not at all an obstacle when hiring women in Dubai Government.

Table 3: Total number of male and female employees per grade category

Employee Count	Grade Category				Grand Total
	Grades 8 and below	Grades 9 to 13	Grades 14 and above	Special Contracts	
F	5881	4361	376	296	10914
M	23650	5634	1146	223	30653
Grand Total	29531	9995	1522	519	41567

(Source: Dubai Statistics Centre <http://www.dsc.gov.ae>)

From the above Table 3, we can see the number of female and male employees working for each grade category. Please note that any positions assigned to the grade category grades 14 and above are mostly higher management positions, whereas the grade category of 9 to 13 contain middle management positions in addition to specialized jobs and administrative positions. The grade category of grades 8 and below usually hold

labour work. Based on that, I found that the ratio of women working in each grade category is as follows:

Grade Category	Women	Men
Grades 8 and below	1	4
Grades 9 to 13	2	3
Grades 14 and above	2	5

Accordingly, I can state that women hold more positions in the middle grade group whereas men hold more positions in the higher grade group.

3- Interviews

Interview Results of Pilot Study

The Interview Participants

Interviewee 1 - Badriya Safi, is a 24 year old UAE National lady who's been working for Dubai Government for the past 1.5 years as a Marketing Officer. This is her first job since she graduated from Zayed University with a Bachelor degree in Public Relations and Advertising.

Interviewee 2 – Suad Saeed is an HR Specialist, working for Dubai Government for the past 8 years carrying a Bachelors degree in Finance and Banking.

Interviewee 3 – Samia Rashid has been working for Dubai Government for the past 10 years, gradually climbing the career ladder until reaching the position of Head of Application Development at Dubai eGovernment. She also carries a Bachelor's Degree in Applied Business Technology.

Interview Findings

All three interviewees emphasized the importance of the work environment as a factor for job satisfaction. That includes the co-worker relations and the culture of the organization. Two of them found that the more they love their job, the more satisfied they would be. In addition to that, the third interviewee added management appreciation, pay, position and the supervisory style as other factors that affect her job satisfaction. Further to that, their answers varied in terms of what factor would most likely persuade them to leave the organization. One stated that the work environment and co-worker relations is the main reason – if not satisfied – that would cause her to resign from her job. The other stated that the financial package is the main reason. The third found that dissatisfaction with the job itself would definitely force her to resign.

In terms of the characteristics they believe that should be present in their supervisor, they all agreed that fairness is one, in addition to flexibility, appreciation of their efforts, and empowerment. Furthermore, regarding what more can be offered to UAE National ladies working for Dubai Government, all agreed that some changes to the HR Law would increase their satisfaction as one – who is a mother of two young children – stated that she would like if a new rule is amended to the law in which allows mothers with young children to take days off to nurse their sick children at home rather than have to deduct them for their annual leave balance.

The Head of Application Development section said that she finds employee satisfaction quite important although it may not always affect productivity more than to a moderate degree. She declared that she will do all that she can to keep an employee in the organization especially if he/she has highly specialized or unique skills. She also sees that work operations and employee satisfaction are equally important and should be given the same priority. In terms of her method of communication, she is direct in a polite way so that she considers the employee's feelings to a great extent. Moreover, she finds that it's better to be proactive when it comes to satisfying her employees.

On the subject of career development, interviewee1 (new employee) and interviewee3 (manager) surprisingly had quite similar answers. They both do not see their career developing as the new employee does not have her career plan in mind at the moment, whereas, the manager sees her career developing at home with her husband and children. On the other hand, the HR Specialist aims to become a Section Head in two years time, and a Director in 4 years time. The new employee is optimistic about her career development chances in this position, whereas the HR Specialist and the manager disagree as the HR Specialist finds that she has little promotion chances due to the nature of her organization's business which focuses on strategic goals and is less likely to increase in employee headcount. Based on that, in order for her to climb up the ladder, the person occupying the position above her must move on to another position and that is less likely to happen given the static nature of the organization's operations. Furthermore, the manager found that her career development chances are minimal given that her area is very specialized. Since, the new employee and the manager did not have a career plan in order to identify what has been or not been achieved in the plan, yet, the HR Specialist has achieved some, and was not able to achieve the rest due to the reasons mentioned previously.

After having done my pilot study, which was originally based on researching individual career development in Dubai Government, the actual research area have evolved as a result. And I then decided to research about being a project member in Dubai Government, whether it is a gendered job or not.

Interview Results of Actual Study

The Interview Participants

Interviewee 1 – A.H. is a 29 year old UAE National lady who has been working for Dubai Government for the past 8 years holding the post of a highly specialized expert. This is her first job since she graduated from Higher Colleges of Technology with a Bachelor degree in Applied Business Technology.

Interviewee 2 – R.S. is a 30 year old UAE National lady who has been working for Dubai Government for the past 8 years holding the post of highly specialized expert. This is her first job since she graduated from Higher Colleges of Technology with a Bachelor degree in Applied Business Technology.

Interviewee 3 – B.B. is a 30 year old UAE National lady who has been working for Dubai Government for the past 8 years, gradually climbing the career ladder until reaching the position of Director of IT and Procurement Department at Dubai eGovernment. She holds a Higher Diploma in Software Engineering Technology.

Interviewee 4 – M.H is a 27 year old UAE National lady who has been working for Dubai Government for the past 5 years, gradually climbing the career ladder until now working as the Head of Security Section in a critical department in Dubai. She carries a Higher Diploma in Networking and is currently completing her postgraduate studies (Masters in Executive Business).

Interviewee 5 – B.H. is over 30 years old and is a UAE National lady who has been working for Dubai Government for the past 10 years. She holds a Bachelor degree in Applied Business Technology from the Higher Colleges of Technology and is now Director of Customer Management Relations within a critical department in Dubai Government.

Interviewee 6 – H.D. is a 28 year old Jordanian lady who has been working for Dubai Government for the past 2 years. She is handling an administrative job in a department. She holds a bachelor's degree.

Interviewee 7 – E.L is over 30 years old and is an American lady (of Arab origins) who has been working for Dubai Government during the past 7 years. She is the Head of Project Management Section.

Interviewee 8 – O.H. is 26 years old. She has been working for Dubai Government for the past 2 years. She also holds a Higher Diploma degree in Business Information Technology and has a specialized job position.

Interviewee 9 – D.N. is 27 years old. She has been working for Dubai Government for the past 3 years. She works for the Marketing and Events Planning Department.

Interviewee 10 – H.H. is a 28 year old Jordanian man who has been working for Dubai Government for the past 4 years. He is currently a Section Head of a matrix type organization.

Interviewee 11 – K.M. is a 28 year old Egyptian man who has been working for Dubai Government for the past 2 years. He holds a highly specialized job and works in a matrix type organization.

Interviewee 12 – K.N. is over 30 years old and is a Lebanese man who holds a specialized position in a matrix type organization. He has been working for Dubai Government for the past 3 years.

Interviewee 13 – M.H. is over 40 years old and is a Sudanese man who holds a specialized position in a matrix type organization. He has been working for Dubai Government for the past 2 years.

Interviewee 14 – S.D. is over 30 years old and is a Lebanese man who holds a Bachelors Degree in Computer Science. He has been working for Dubai Government during the past 13 years and has reached the position of Head of Section.

Interviewee 15 – W.B. is also over 30 years old. He is an Egyptian man working for Dubai Government for the past 7 years and holds the position of a Head of Section within Dubai Government.

Interviewee 16 –M.K is over 30 years old. He is a Jordanian man working for Dubai Government over the past 7 years as a Director. For the majority of his time, his job involves Project Directing.

Interviewee 17 – Z.T. is a UAE National man who has been working for Dubai Government for the past 15 years. He founded an essential department of Dubai Government and is currently its CEO.

Interviewee 18 – M.A. is a young UAE National man who has just joined the organization. He holds a Masters degree in Business Administration.

Interviewee 19 – A.A. is in his twenties. He is a UAE National who has been working for Dubai Government for the past 7 years. He only got involved in projects since he joined his current organization for the past 3 years. He holds a Bachelor's degree in Computer Science as well.

Interviewee 20 – A.L. is a Lebanese lady who has been serving Dubai Government for the past 18 years. She has now reached the position of a highly specialized employee.

Interview Findings

Before presenting and analyzing the interview results, it is important to note out that all of the participants work in a Matrix Organization in which it carries out day-to-day activities in addition to running projects in parallel. They all have been selected carefully as they all have been or are involved in projects.

The interview questions were structured in order to cover various areas that have been analyzed and discussed in the Literature Review of issues of gender, work and organization. They are deliberately related specifically to contexts of Project Management to answer the research questions presented above.

Description of the interview sample

The ages of the interviewees were in the late twenties up to their forties. Around 90% of them hold a graduate degree in Engineering. They have served Dubai Government from as little as 5 months to as long as 18 years. All of this gives an indication that their opinions are committed to the organization, serious, mature and are based on thorough experience having worked in the same organization for some time, furthermore all of them were and still are involved in projects. Whereas all of them have been project team members at some point of their lives, some of them have progressed up the organizational hierarchy and reached levels as high as CEO and Director. With regard to their marital status, 13 are married in which one only does not have any children, and the remainder of them is single. Most of single and married interviewees are very attached to their family. This is probably because they all come from a middle-eastern culture where it is somewhat similar to the Hispanic culture in terms of family attachment (Hite, 2007).

Doing and Un-doing Gender

After the demographic questions, the questions start delving deeper into the subject of Project Management. Question number 6 questions the interviewees on whether they find working in projects in Dubai Government to be a gendered job or not. Four of them had a

firm opinion that indeed it is a gendered job. All of the four were married in which one of them is a man. The ladies justified their opinion by expressing some negative experiences of not being promoted despite their hard work, and that working in projects automatically means staying late after work which they see as primarily a masculine style of behaviour, and if not prepared to work long hours the employee may not be assigned to any future projects. The man reasoned that in his opinion a woman's primary job should be for mothering and caring for the family and children and consequently no working mother has ever achieved the ultimate work-life balance. On the other hand, 11 out of 20 explicitly stated that it is not a gendered job, whereas the remaining 5 also believed it is not gendered but with certain provisos and conditions. One interesting condition was stated by B.B. in which she declared:

'Not at all. However, I am quite conservative on hiring ladies. I've had several negative experiences with UAE National ladies as a manager. They tend to go on trips to have breakfast which may last up to an hour! All they do is chat and gossip and waste my time. They also tend to go to pray in groups. I personally feel this is nonsense. Breakfast can finish in 15 minutes as well as prayer and it doesn't have to be in gangs! Also, I find that the young generation of ladies you rarely find a serious person amongst them. Most of them are spoilt and become emotional from the slightest criticism. I usually go with hiring guys who have proven to me to be serious, hard-working and never waste time. Unless they are smokers! Then I don't hire them either!'

In general, I can say that 80% of the interviewees do not see working in projects in Dubai Government as a gendered job so long as; the job is being delivered on time, there is support from the family, the project is managed properly within reasonable time lines so that staying after working hours is a rare rather than a routine occurrence. They acknowledge that what makes a person is not their gender, but their performance.

When asked about whether men are treated differently from women in projects, 8 out of the 20 said that they find no difference in treatment with respect to pay, promotion chances and/or allocation of tasks. In addition, 11 stated that there is a difference but only in terms of work-life balance, where the project managers, would excuse the women to leave work on time and not stay late. In contrast, it was said that some project managers

would force the male team members to stay after working hours to finish a certain task. In general, around 55% of the participants agreed that male project managers tend to be more lenient with women, whether single or married and to some extent with married men when it comes to staying late after work.

On the topic of interviewees' promotion chances and whether their gender has an impact on career advancement, 8 out of 20 answered that it has. One blamed the fact that networking has an effect on women's promotion chances, because most leaders of top management in Dubai Government are male, and Dubai has a culture of having a 'majlis' in every neighbourhood where men would gather and discuss together various aspects of concern for the country. Therefore, she finds that this kind of networking gives more chance for men to be promoted than women. Also, some of them agreed that the fact that women get married and have children certainly has an impact on their promotion chances. Surprisingly, only 3 out of the 8 interviewees agreed are male. This indicated that most of the gendering may be done primarily by the women themselves. However, on the other hand, the other 12 out of the 20 stated that their gender has not been an obstacle in their career path. In fact, one single woman stated that, if it was so, then she would not have been able to become the first UAE National to hold the position of Senior ERP Specialist, given that she is a woman:

'No. Not at all. I am the first UAE National to become a Senior ERP Specialist, and I am female!'

In general, 60% of the participants do not see that gender has much influence on their opportunities for promotion.

To conclude this subject, since 80% of the participants do not see working in projects in Dubai Government as a gendered job, and 60% of the participants do not see that gender has anything to do with promotion chances in a matrix organization, the evidence from this small sample of interviewees presents a bright picture on doing gender in Dubai Government, as it indicates that it is generally not a gendered environment which is highly encouraging for women. However, the fact that up to 55% of them do practice

gendering when it comes to staying late after work, this creates some conflict. I believe that is due to the fact that, even though that Dubai is a city which is moving rapidly in terms of its technology and business innovations, it still holds on to some of its culture and traditions, which implies that women are creatures who must be protected. But what I like about this idea is that it is not preventing women from performing and producing results at work, nor is it preventing men from expecting more from women. In fact, the women interviewed so far, proved that they have the acceptance to stay after work if necessary as long as it does not become the norm.

Work-life Balance

Four questions were asked which cover the subject of work-life balance. The first question was asked to find out the participants' opinions of how the roles of husband and wife differ or resemble each other in terms of providing for the family financially and practically. Only 16 out of the 20 answered this question as the remaining interviewees are single, and this question does not apply to them. Only 2 out of the 15 stated that they are similar and one out of the these 2 interviewees is male. Three out of the remaining ones were adamant about their opinion that only the husband should work, in which two were men, whereas the remaining 5 interviewees expressed mixed opinions. They feel that the husband is obliged to work, but for the wife it is optional so long as she is able to balance work with family obligations. This indicates that even the ones who had mixed opinions, still felt that the responsibility of caring and nurturing one's family is mainly the wife's responsibility.

The second question examined the participants' views on working longer hours with regards to gender and marital status. Three out of the 20 responded that working longer hours could be considered as the nature of the world of project management and that they expect it in any project. In fact, Z.T. had an interesting answer. He said:

'I think in our society the behaviour of women who work late is not welcomed by many families. I once saw one of my project team members working as late as 6:30pm and I asked her 'Is it ok with your family that you're still here? Won't they scold you?' I was proud of her and happy

though. Anyways, for single people it should be alright for guys. But for married, again it would be more acceptable for guys. But in projects, if they overrun in time, to me it means that it either wasn't planned well, or the plan was not followed correctly.'

On the other hand, 6 out of the 20 were against staying late after work because they see that staying after work indicates an over-run on time, which is, if not due to poor risk management in a case of a crisis, is a consequence of inadequate planning of the project's phases. They also agreed that no one should be obliged to work more than the contracted hours and that if necessary, overtime should be paid, even so, working after working hours should not be the norm. Despite this common viewpoint, 11 out of 20 still accepted working after working hours however most of them agree that single people, regardless of gender, have more freedom to stay at work late, although they observed that currently men are expected to stay after work whenever required but women are not. Since it is less common, if women volunteer to stay after work, then they are more appreciated for making this offer than are men.

When it comes to considering working at home and vice versa and how it influences one's life and career, the participants viewed this subject from various angles. Only 14 out of the 20 answered the question due to the fact that they are single. Thus, 9 out of the 14 feel that after marriage they are focused more on home even sometimes when at work due to the fact that they have more family responsibilities now. Also, the participants who are expatriates living in Dubai with their spouses and children, probably think more about home while at work because of worrying slightly on the safety and day-to-day concerns of their family residing at home due to the fact that their acquaintances in Dubai are fewer than if they were residing in their home countries. In addition, one married man stated he thinks more of his family at work in terms of his promotion chances as he feels he must provide more financially to support their future and fulfil their needs. On the other hand, the remaining 5 say that they are in control of how much they think of work at home and vice versa. They owe that to the fact that since their wife/husbands' family/housemaids are at home, then they feel secure enough that their home affairs are

in good hands, and can therefore perform with great commitment at work to the extent that they return home at work with clear minds. As M.H. says:

'Homes are for rest and love.'

The participants were asked about how much they feel their project manager is supporting them as married people. Out of the 20, only 13 responded to this question since the rest are single. Therefore, out of the 13, 10 responded that their project manager supports them. The remaining 3 stated that their project manager does not support them whenever there are tight deadlines and especially when they are men.

In general, surprisingly enough, almost 90% of the group agreed that providing for the family financially is the main responsibility of the husband. Interestingly, 85% agreed that men, especially when single, are more flexible in staying after work and are expected to if required. To summarise, around 65% of the married participants think more about home while at work, in which men make up half the group. Moreover, about 76% feel that their project managers support them as married people.

Leadership

One question was asked covering the area of gendering and leadership. The participants were asked which gender they favour to lead them at work. Four out of the 10 ladies being interviewed, preferred a specific gender. Three of them preferred being led by a man, justifying it by saying that women are harder on other women. However, the other one thought that women understand each other more which is for her advantage. One man declared that even though it would not be a problem for him to follow a woman, he still feels that a man would always do a better job in leading. The remaining 15 participants were indifferent about the gender of their leader so long as the objectives are met. That means that leadership is not gendered in the perspectives of 80% of the group.

Pay

I found that 14 out of the 20 interviewees do not see that there is any difference in pay between male and females working on projects in Dubai Government. However, ironically 2 of the remaining interviewees, who happen to be males, stated that they find women are paid more than men, while the remaining 6 were women complained about the fact that men are more likely to be hired for projects, especially if they are demanding ones, indicate that men will be paid more. W.B. stated that:

'No. In fact I think they are paid more. Relatively speaking, since women work less than men and paid equally, therefore I think women are paid more.'

Nevertheless, 70% of the group does not see that overall pay is gendered in projects in Dubai Government.

Working from Home

In terms of flexible working hours and working from home, 12 out of the 20 interviewees welcomed the idea. All of them were women, except for one, who was male, and the only reason why he welcomed the idea is that it would be a good working strategy for his wife. The rest were against it. They justified their decision to that it cannot be implemented on projects. All of them were against working from home. As E.L. states:

'Working from home might suit some people, but it doesn't suit me. I prefer to keep my home for my family and family projects rather than work related projects. I don't like to work from home.'

Consequently, I found that 60% of the women welcomed the idea of flexible hours with the condition that it would not affect their career development opportunities. However, 0% welcomed the idea of working from home.

Working Abroad

When it comes to the subject of working abroad, the participants were asked about whether they find Dubai Government employees working in projects abroad as a gendered task or not, I found that 7 of them responded as it is being gendered to be

masculine in which 4 of them gave conditions. Their conditions were that even if their organization does not see it as gendered, the society still sees it that way. Another condition was that it is gendered only if the woman is married with children. Surprisingly, in a middle-eastern region like Dubai, with lots of culture and traditions still being intact in some areas, admitted that it is not gendered anymore.

In conclusion, I found that 65% of the group does not see working abroad on projects as a task limited only to men which is very promising.

How to Undo Gender

The last two questions getting to know from each participant in what way do they feel gendering can be undone by asking them what challenges have they faced and what do they recommend to overcome them. They have gone through various challenges which they state have overcome using determination and hard work. For women, the challenges they faced included: working harder due to the only fact of being a woman, putting more effort than the man to prove herself in a work field of which women are a minority in (technical field), deliver on time despite the poor planning of projects which obliges team members to stay after work to get the job done given that she is married with children, emphasizing on the image of UAE National women which is usually stereotyped that women give more attention to their looks than their productivity as B.B says:

'I face the challenge of changing the stereotype of women, that they are better at make up and fashion than they are at work. I find this trend is rapidly spreading. Even though I don't dress provocatively, but I'm struggling to dress in a professional way just right to give the image of a serious hardworking UAE National woman.'

Another woman demanded to have a nursery at her work premises. However, there were some women who felt they did not face any challenges regarding their gender, as A.H said:

'As a UAE National working for Dubai Government, I don't face much challenges with people's views on my job. In fact, I always feel they are

supportive, especially men. I find men to be more supportive of me than women. I think women are jealous!

Moreover, one woman complained from men who waste time during the day in smoking chatting and eating, and then stay after work to finish the job in which they then give the impression to the management that they are working overtime. On the other end of the spectrum, one man had an interesting suggestion; M.H stated that he recommends always giving the 'tough' jobs to the men and all the 'mild' tasks to the ladies. Another interesting challenge given by two men; is that some women take advantage of other men, by using the excuse of not being able to stay late after work because of their gender, and leaving piles of work for the last minute for the man to stay after work and finish it. They complained that this affecting their social life negatively. Also, not only single men complained that women are taking advantage of their gender, but also married men complained that their work-life balance is affected negatively when projects overrun severely. K.M stated:

'Last year I was assigned to a big project in which the Payroll system had to be implemented on an organization that consists of 3000 employees and who never worked on a computer system before, and I had to finish it in two months, not to mention that it was Ramadan, I can swear to you that I did not have Iftar meal with my wife all of the Ramadan because of this project. But I put up with all of this with the hope that I will be granted an annual leave during Eid's holiday, but unfortunately my manager rejected it. I was devastated.'

Based on the above I found that 11 out of the 20 interviewees have faced challenges because of their gender in which more than the half are women. This indicates that only 45% have not faced any challenges related to their gender. On the other hand, what's more interesting, is that 16 out of 20 stated that their gender have not affected their promotion chances, which makes 80% of the group.

Lastly, I personally am fond of the comment of Z.T of which he stated:

'If there are to be challenges, they will be related to one's own mind. Never underestimate the power of the mind. When there is a will there is a way. To me, I never faced an obstacle because of my gender.'

Throughout the interviews that I conducted, I recognized a number of themes amongst the participants' responses.

Amongst the female participants I identified four themes; The 'Independent but Still Feminine with a Positive Attitude', the 'Independent but Still Feminine with a Negative Attitude', the 'Very Feminine' and the 'Masculine'. The first theme tend to want be fond of having a career in order to achieve personal development and a sense of well-being and are happy at their current positions because they hold a positive attitude towards life. The second theme tend to also be fond of having a career as they find it essential for their personal development and financial independence, however, they see things from a negative perspective. The third theme seems to be working just about against their will. They are probably working out of society pressures or financial obligations. They expressed their desire in seeing a day in which they do not feel obliged to work and rather stay at home having their husband to be responsible for them financially. They find that to be their zone of comfort. I have chosen to name this theme as the 'Very Feminine' because this is the 'gender' of such an attitude as defined by scholars. The fourth theme is identified by their desire to control, direct and not show emotions at work as described by Binns (2008).

Amongst the male participants I identified four themes as well. The first one is what I called the 'Not Sexist'. 'Sexist' is a term used commonly to describe a person who favours one gender on the other for certain acts. The 'Not Sexist' is the man who feels indifferent towards working with men or women. They find that both genders produce the same and their gender has no impact on the work operations and co-worker relations. The second theme is the 'Sexist' and the name speaks for itself. The third theme is the 'Not Sexist at Work, Eastern at Home'. This category of participants has no problem at work working with women; however, when asked of whether they accept their wives to work as their female colleagues, they showed reluctance to that. The fourth category is the 'Protestor'. This category demands gender equality in terms of number of hours being spent at work and the weight of the work nature being given.

Table 4: Themes Analysis - Women

<u>Very Feminine</u> H.D R.S	<u>Independent, Feminine,</u> <u>Negative</u> O.H E.L L.A
<u>Independent, Feminine,</u> <u>Positive</u> A.H M.H B.H D.N	<u>Masculine</u> B.B

Table 5: Themes Analysis – Men

<u>Sexist</u> W.B	<u>Not Sexist but Protestor</u> H.H A.A
<u>Not Sexist at Work,</u> <u>Eastern at Home</u> K.M M.H Z.T M.K	<u>Not Sexist</u> K.N S.D M.A

From the above table, I find the sub-group that mostly worries me, is the group of women who I identified as 'Independent, Feminine, Negative' and the group of men who I identified as being 'Not Sexist at Work, Eastern at Home'.

The reason why this theme of women worries me, is because even though they show that they are prepared to work as independent women, however I feel that they lack motivation. They view their experience as negative because of some negative experiences they faced in the past. That is evident in what O.H stated when asked whether she sees working in projects is a gendered job or not:

“Yes! Otherwise how would I explain the fact that my team consists of 3 men and me, and all projects are assigned to them only!”

Also, when asked if her project manager is supporting her as a married women or not, she expressed that he indeed is not supporting her and she backed up that opinion by stating that this is evident in the fact that he is not assigned her to any project. I personally find people like O.H to be negative. The reason why I feel that is that since O.H has joined the organization only two years ago, I believe her organization finds her still not ready to be assigned a project and to be assigned such a critical task in this critical department. Also, she got pregnant and delivered her first baby in the first year of her job. Therefore, I believe that because of her continuous absence she did not get the opportunity to be assigned to a project. However, given the other successful stories in her department, I strongly believe that her supervisor will assign her to projects now that she is stable with her attendance in the organization. I find that this group must develop their attitude into a positive one because holding on to this negative attitude is stressful and has negative impact on the work produced and the family as motivation seems to be absent.

With regards to the group of men that is worrying me, I find that the fact that they do not seem to mind working with women, but they would mind their wives to work is not to be ignored. I believe that even though they do express acceptance to working with ladies, the fact that they do not accept their wives to work will defiantly reflect on their attitudes towards the working ladies one way or another. This is evident in what the female worker

B.H stated when asked about whether her project manager is supporting her as a married worker or not:

'My project manager has many times said some offensive words like 'thanks God my wife is not working' or 'if -God forbid - my wife had to work'. Even though I don't feel my gender stood as an obstacle for my promotion, but deep down inside my project manager finds women who work pathetic!'

This project manager happens to be Z.T who belongs to the group of men which I am addressing here. The impact of this theme can cause unwanted negative impact on the motivation of their surrounding female workers. Such men act like a timed bomb. Anytime of which the woman will not perform as expected, these men will immediately justify her performance that it is due to her gender. And this creates an unhealthy environment in the project.

Therefore, I find that these kinds of people must be identified in the project team and addressed. The project manager must try to implicitly motivate them and bring out the best in them for the sake of the success of any project. The success of the project, I believe, depends greatly on the team's synergy.

Table 6: Content Analysis

No.	Questions	Yes					<i>Sub-Total</i>	No					<i>Sub-Total</i>	Maybe					<i>Sub-Total</i>	N/A					<i>Sub-Total</i>	Total
		Single Women	Married Women	Single Men	Married Men			Single Women	Married Women	Single Men	Married Men			Single Women	Married Women	Single Men	Married Men			Single Women	Married Women	Single Men	Married Men			
6	Working in projects is a gendered job?		3		1	4	2	2	3	4	11	2	1		2	5					0	20				
7	Are women treated differently in projects?	3	4	2	2	11	1	1	1	5	8		1			1					0	20				
15	Does gender influence promotion chances?		3		2	5	3	3	2	4	12	1	1		1	3					0	20				

No.	Questions	Yes					Sub-Total	No					Sub-Total	Maybe					Sub-Total	N/A					Sub-Total	Total
		Single Women	Married Women	Single Men	Married Men			Single Women	Married Women	Single Men	Married Men			Single Women	Married Women	Single Men	Married Men			Single Women	Married Women	Single Men	Married Men			
8	Are the roles of husband/wife similar?	1	2		1	4	1	1		3	5		3	1	3	7	2		2		4	20				
10	Do you agree with working longer hours in projects?				3	3	3	2		1	6	1	4	3	3	11					0	20				
11	Do you think more of home at work after marriage?		2		4	6		2		3	5	1	2			3	3		3		6	20				

No.	Questions	Yes					No					Maybe					N/A					Sub-Total	Total
		Single Women	Married Women	Single Men	Married Men	Sub-Total	Single Women	Married Women	Single Men	Married Men	Sub-Total	Single Women	Married Women	Single Men	Married Men	Sub-Total	Single Women	Married Women	Single Men	Married Men	Sub-Total		
14	Does your project manager support you as a married person?		3		4	7		1		2	3		2		1	3	4		3		7	20	
9	Would you rather be led by a specific gender?	1	2			3	2	3	3	6	14	1	1		1	3					0	20	
12	Is project management gendered in pay?		2			2	4	3	2	5	14		1	1	2	4					0	20	

No.	Questions	Yes					Sub-Total	No					Sub-Total	Maybe					Sub-Total	N/A				Sub-Total	Total
		Single Women	Married Women	Single Men	Married Men			Single Women	Married Women	Single Men	Married Men			Single Women	Married Women	Single Men	Married Men			Single Women	Married Women	Single Men	Married Men		
13	Do you support flexible hours / working from home?				1	1	1		1	6	8	3	6	2		11							0	20	
17	Is working abroad a gendered mission?	1	2		2	5	3	3	2	2	10		1	1	3	5							0	20	
16	Did you face challenges in projects due to your gender?	2	4	1	4	11	2	2	2	3	9					0							0	20	

No.	Questions	Yes					<i>Sub-Total</i>	No					<i>Sub-Total</i>	Maybe					<i>Sub-Total</i>	N/A					<i>Sub-Total</i>	Total
		Single Women	Married Women	Single Men	Married Men			Single Women	Married Women	Single Men	Married Men			Single Women	Married Women	Single Men	Married Men			Single Women	Married Women	Single Men	Married Men			
18	Is your performance in projects influenced by your gender?		2	1	1	4	4	4	2	6	16					0							0	20		

Discussion and Analysis

After having researched the different views of employees working in projects in Dubai Government on doing and undoing gender, leadership, working from home, work-life balance and how to un-do gender, the research outcome will be compared and contrasted with the research done from all over the world and presented in the literature review section. Please note that I find that even though the research I did focuses on employees working on projects in Dubai Government I will still compare it with the literature review which covers operational work around the world because the world of management practice is now moving more towards viewing all operational work as ‘projects’.

Doing and Un-doing Gender

First of all, I also agree with Kelan (2009) and Seymour (2009) who stated that gender is identified by societal norms because that is evident in some of the participants’ responses such as A.H who stated that her family accepts her brother staying late at work more than they would accept her being late at work. Another example is when Z.T stated that that in Dubai society to some extent women travelling on work assignments is not very much welcomed by many families. I also would like to highlight what O.H stated about not being to attend meetings outside her work premises because her husband objects to it. I believe that her husband is using his right in Islam to permit his wife to go out from the home inappropriately. Again, I feel that her husband is acting as a result of society means. Therefore, even in this context, gender is defined by society as Islam does not forbid the women from working in a place other than her original work premises.

However, I do not agree with Zafarullah (2000) who stated that women in the Third world have little chances of working in the public sector, as this is not the case in Dubai Government as there are around 13,000 women working for Dubai Government who are women in which there are more married women than there are single women.

Moreover, Ozbilgen et al (2004) discussed the idea that the term “Ladies” is used to refer to “women” rather than term “women” in Turkey, and I noticed that this is evident in the way K.M and S.D referred to women as being “soft creatures”. The fact that they said they would not allow their female project team members to stay longer than 7 pm proves the fact that tend to be protective on ladies and are also influenced with society’s norms.

Through examining Ranson’s (2003) study about married men’s and women’s views about ‘job security’ in which he found that men view job security in terms of financial security whereas women view it in terms of flexibility, I find that evident from the interview results of E.L, H.D, M.H, K.M and W.B when asked if they think more of home at work and visa versa. They all said they do, however, the ladies expressed that they appreciate it that their project manager is flexible with their attendance as working mothers and that they need a nursery at their work premises to constantly monitor their children and know they are in good hands, while the men expressed that after marriage they think more of family as to wanting to find more promotion chances in order to get better pay to ensure a better future for their family.

I also examined whether employees working in projects for Dubai Government find their job as gendered or not, and the interview findings exhibited that 80% of the interview participants did not see that working in projects in Dubai Government as a gendered job. Also, 60% of the participants do not see that gender has anything to do with promotion chances. This is consistent with the study done in Kuwait by Metle (2001). He found that Kuwaiti ladies did not complain of gender discrimination. I can say the almost the same applies in Dubai Government as 6 out of 10 ladies agreed that working in projects in Dubai Government is not a gendered job, and 8 out of 10 stated that women are not treated differently. However, 5 out of 11 only felt that gender does not influence their promotion chances.

Moreover, according to Liff (2001), women tend to conceal pregnancy plans. I found that to exist in Dubai Government with the incident which H.D told about when she concealed her pregnancy when she was first assigned on a project in which then her

project manager prevented her from taking the full Maternity Leave entitlement of 60 days, plus annual leave balance which can reach up to 100 days in maximum. I personally feel that a woman must not conceal her pregnancy plans when it comes to projects because projects are defined by time. Therefore, one full dedicated resource must be assigned to a project, however, to operational work that flexibility could be accepted more readily.

Furthermore, according to Seymour (2009), who studied Violence Intervention, found that men are more tolerable of violence intervention than women. And I believe that is plausible to some extent given that two of the participants expressed that viewpoint. When asked about whether men and women are treated differently in projects, E.L stated that men are more aggressive in attitude while women are more diplomatic. In addition, B.B declared that one of the reasons that makes her feel reluctant from hiring women is the fact they become overly sensitive when their work is criticized. This also matches Seymour's research results that masculinity is defined by being unemotional, logical, independent and hard but fair, whereas, femininity are the opposite which is probably why women at work cannot tolerate Violence Intervention.

As to Benschop (2009) who argued that networking seems to occur among men who are homophelic creatures and thus reflects positively on their promotion chances. This is very much similar to what M.H stated when asked whether she feels gender has an influence on her promotion chances. This means that the concept of networking is present in Dubai Government culture.

Liff (2001) also discussed the stereotyping of women which can also be done by women themselves. This was apparent in the response of B.B as she was reluctant to hire ladies, and also in some women not wanting to have women project managers. The women here are also stereotyping men as to being fairer with them than women project managers.

However, when considering the study that Styhre et al (2005) did on the YCC Volvo project, in which the media reported the project in a gendered way, the media reported the first Senior ERP Specialist as being the first UAE National to hold this position,

which is internationally known to be masculine, without emphasizing her gender (Appendix III).

Furthermore, having examined the HRMS Law, it is evident that it supports women. It invalidates the literature review done in Spain and Greece in which it was found that the government laws do not support working mothers. In fact, the HRMS Law applied in Dubai Government encourages work-life balance which ensures family security. This is apparent in article numbers: 126, 127, 129, 133, 152 and 155. Not to mention that on May 27th 2010, Dubai and Abu Dhabi were chosen to be the best city for living. In the light of the former, this contradicts Adler's (2010) findings of the HRMS Law in the USA that does not pay the husband who accompanies his wife if she is sent on an official mission and that evident specifically in article number 152 in the HRMS Law applied in Dubai Government.

Moreover, the GPSSA law is not gendered as it stated that both men and women whether married or not can apply for retirement salary after having completed 20 years of service. In addition, the statistics showed that there are more married women working than single women, whereas single men who are working are more than the married men. Similar to Ozbilgen's (2004) study, which showed that in both Turkey and Britain's banking sectors, men seem to dominate the high level positions, I will add Dubai to that list of countries as the statistics are evident to that fact. Therefore, I suspect that this is currently the case all around the world.

Even though I see that the HR law is fair to working mothers, Suad Saeed (from the pilot interview results) demanded some amendments to the law. But still it seems to be the case that in Dubai, we are in better shape than women in Greece, Spain and Turkey.

However, what is interesting is that, although Suad Saeed demanded the law to be amended to support her as a working mother, yet she did not have a career plan and was wishing to stay at home just like R.S and H.D, maybe that is why people in Turkey filter out CVs of married women? Even though women complain from being discriminated,

they neglect the fact that part of the discrimination comes as a result of examples of women like Suad Saeed , R.S and H.D.

Nevertheless, as a result, compared to the world, in terms of doing and un-doing gender, I find that Dubai is similar to the world with regards that gender is present in Dubai Government among employees working in projects but only up to 30%. Also, the rules and regulations in Dubai are more supportive of working mothers compared to the world. That creates a highly encouraging working environment for women to work in projects. However, the fact that up to 55% of them do practice gendering when it comes to staying late after work, this creates some conflict. I believe that is due to the fact that, even though that Dubai is a city which is moving rapidly in terms of its technology and business innovations, it still holds on to some of its culture and traditions, which implies that women are creatures who must be protected. But what I like about this idea, is that it is not preventing women from performing and producing results at work, nor is it preventing men from expecting more from women. In fact, the women interviewed so far, proved that they have the acceptance to stay after work if necessary as long as it does not become the norm.

Work-Life Balance

As Coronel et al (2009) found that women managers in Spain don't get enough support from the government especially for working mothers because of the fact that most government leading professionals were male, in Dubai Government this is not evident. In fact, justice is being served for women as per the HRMS law. There is only suggestion, as a result of the pilot study conducted, suggested by a married woman who holds a managerial position, in which she asks for a leave that she can use to babysit her children at home when they are sick instead of using up her Annual Leave balance for this purpose. Still, even with this suggestion, I find that the HRMS Law of Dubai Government is quite considerably giving rights to women.

Working longer hours is being researched significantly in literature review from around the world which indicates that it is almost as the norm and I totally disagree with that. I

agree with the interviewees who said that nobody should work more than contracted given that they keep the time being spent on personal affairs during the working day to the minimum and be more focused on work. Therefore, I personally feel that women are being treated unfairly, as Ozbiligen (2004), Watts (2007) and Pringle et al (1998), stated. Whereas in Dubai I feel the situation is better. Interviewees find that staying after work should not be the norm as it should be followed only when necessary. I also believe that when a projects always over-run on time, it means that the organization is not planning them properly or managers are not monitoring their performance properly.

As Emslie et al (2009) researched about thinking of work at home and vice versa, I found that in Dubai that most married people do that, due to feeling more responsible after marriage regardless of their gender. However, I also found that the ones who do not do that are all men whose wives are stay at home moms. Could that be considered as an advantage? Could it be that stay at home moms create a good working environment for their husbands in which their husbands can focus more on work and produce better results? However, all the men who stated that they think more of home at work said that they do it in order to focus on better promotion opportunities, which again counterparts Nolan's (2008) study. On the other hand, since Watts (2007) found that it is culturally known in construction that in order for the employee to be worthy of a career progression, then they should be ready to put their work before their life – "live to work", I found that this is not evident in Dubai Government even though the organization of which I examined was project based just like construction.

Hite (2007) concluded that ethnic races have not advanced as much as white women, because they are very attached to their family.

As a result of the interview question in which I asked about to what extent are you attached to your family, I got to know that almost all the participants, whether married or single are very strongly attached to their families. However, could it be that the fact that in every 5 managers only 2 are female in Dubai Government, is because of that the strong bond with the family acts as a barrier to career development here in Dubai just as the

USA? I believe more research has to be done on that, and if it does not, then I believe it is because the study that Hite (2007) did was on profit-based organisations in which in an aggressive country like the USA they will have to spend lots of time at work due to tough competitiveness, whereas, Dubai Government is a non-profit organization.

I agree with Craig's et al.'s (2009) research study in which he found that men still wish if their employers were flexible enough to support them in giving equal time to work and life, rather than going with the gender image of a man which dictates that spending more hours at work than home is what makes a man, as I found that in my interview results. Men like H.H, K.M, M.H and A.M expressed their resentment at the fact that they are men. That is because they feel that just because they are men, they have to pay the price of stressful project managers who oblige them to stay longer hours to finish late work. The resentment is especially expressed by single men who said that their social life is affected by that.

With regard to flexible working hours, just like Pringle et al (1998) found that women are afraid that if they show their interest in flexible working hours it will portray negative images to management and will affect their promotion chances, this was portrayed in the interviews conducted on employees working in projects in Dubai Government in which two women welcomed the idea of flexible working hours so long it does not affect their promotion chances.

In general, since almost 90% of the group agreed that providing for the family financially is the main responsibility of the husband, this is consistent with the worldwide findings analysed in the literature review. Interestingly, 85% agreed that men, especially when single, are more flexible in staying after work and are expected to when required, which also follows from the literature review findings. Also, around 65% of the married participants think more about home while at work, in which men make up half the group.

Working from Home

The study conducted by Araujo (2008) matches the interview results very much as most of the participants did not welcome the idea of working from home. They found, and I agree, that it does not suit projects and that it can be applied on low skilled jobs. And as Araujo (2008) found that women who are more likely to work from home are those of medium level professions, I believe this is apparent from my interview results. Consequently, I found that 60% of the women welcomed the idea of flexible hours with the condition that it would not affect their career development opportunities. However, 0% welcomed the idea of working from home and that agrees with the literature review and with my views as well.

Leadership

According to Grisoni (2007), leadership is not affected by gender to a degree of 98% and that is almost the same percentage found among employees working in projects for Dubai Government which is 80%. In addition, as Sinclair (2009) stated, that leadership is a form of a seduction, I do agree with this statement as I saw this idea illustrated in the organization of which my interview participants work for. This is clearly demonstrated in the way K.M and Z.T present themselves. They both wear formal suits almost all the time and tend to have leadership traits. I noticed them while being at the organization premises to interview the staff over there, that both of them would make a loud entrance when they enter the office. They would both greet everybody with a loud 'Assalamu Alaikum' in which all the staff, of around 35, sitting at their desk, would stand up and greet them back. I also noticed that the staff receiving this greeting, felt content while responding. The looks on their faces was bright and delightful.

This all indicated that Z.T and K.M have some charismatic characteristics in their leadership style, which is not very much as Binns (2008) described Heroic Leadership, nor is it exactly Relational Leadership, however, I suggest that it be considered a mixture of both. Also, since Z.T and K.M are known to have been project managers of several projects, and since 80% of the interviewees responded that leadership is not affected by gender, especially that women preferred men to lead them, this proves that the leadership

style of projects in Dubai Government is indeed a mixture of Heroic Leadership and Relational Leadership and is actually more of Relational Leadership as Relational Leadership is known to hold a feminine gender. Another indication that Z.T and K.M have charismatic characters, is the way they answered the interview. They used beautiful and attractive words and suggestive of their fairness in leading. For example, what Z.T expressed towards the end of the interview about what he thinks about gender in projects:

*“If there are to be challenges, they will be related to one's own mind.
Never underestimate the power of the mind. When there is a will there is a way.”*

Another indication that the leadership style in Dubai Government is a mixture of Relational and Heroic is the way Z.T responded when asked about flexible working hours. He stated that he likes discipline in his organization. That even if the job is done; the employee should be at work at 7:30 in the morning. What astonished me is that Z.T, even being the director of the company; I noticed that he comes to work everyday at around 7:20 am. Therefore, he leads by example: which is relational, yet he is directive, emotionally controlled and ordered. On the other hand, I also studied B.B leadership style. Even though she is a woman, I find her leadership style to hold the characteristic of ‘Heroic Leadership’. Her appearance is formal, she wears very little if not any make up, and the colour of her clothing is plain and dark most of the time. She also made a note about stereotypes of UAE National ladies, who are always focused on their looks and tend to like gossiping and going around in gangs and become emotional on the slightest criticism. This proves that she is directive, emotionally controlled, does not like to show weakness and ordered. So she is more of a ‘Heroic Leader’ rather than ‘Relational’. Yet, that attracted the top management at her organization to appoint her as a Director. I believe they saw their personality in her. Fear is anti-seductive; B.B leadership style seduced them as she seems to display a fearless approach at handling projects. Furthermore, E.L when asked about how differently are women and men treated in projects, she stated that women are more diplomatic while men seem to be more aggressive. That counterparts the study that Grisoni et al (2007) did and who found that

even though women's and men's styles in reaching the objective differ, eventually they reach the same outcome in the same speed.

Pay

Eveline & Koskina found that pay differs between married men and women. This author found that marriage affects promotion chances for women. However, in Dubai, the interview results showed that 70% of the group does not see that overall pay is gendered in projects in Dubai Government. This contradicts the findings of Eveline et al (2009) and Koskina (2009). In fact, some of the interviewees stated that women are even paid more than men.

Working Abroad

On the subject of working abroad, Adler (2010) found that in the USA a woman does not go on international assignment unless she asks for it, whereas in Dubai Government I noticed there were two interviewees who shared their experience in being asked by the management to go on international assignments. However, on the other hand, one interviewee, who is a manager (Z.T) stated that he would not ask a single lady, let alone married, to go on an international assignment that would last longer than two months as he is certain she would refuse. From this angle, I feel that what Adler said therefore applies to a slight extent in Dubai, however, given that the USA is a developed country compared to Dubai, this means that Dubai has progressed to a very great extent in its social development and may even become more advanced than developed countries like the USA. In addition, Adler (2010) also stated that the HR law does not support women who go on international assignments in terms of paying her husband to accompany her, however, the law in Dubai Government does support that. Therefore, even in terms of rules and regulations, I find Dubai to be more advanced in that respect which is very encouraging for the career development of women whether in projects or operational work. In conclusion, since the interview results showed that 65% of the group does not see working abroad on projects as a task limited only to men, this supports the literature review findings as it shows that Dubai is a very promising environment for women to work abroad on projects.

How to Un-do Gender

As Kelan (2009) and Ozbilgen et al (2004) stated I believe that undoing gender must be initiated by the woman herself. I strongly believe in the law of attraction which recently has created a revolution in the way people view life. The law of attraction states that whatever happens to us in life is a manifestation of our own thoughts. Therefore, as long as the woman keeps stereotyping that all men are against women workers, she will definitely face that problem in her perception and her interactions with others, whereas, if the woman adopts a positive attitude in life, therefore, she is more likely to attract good reactions from people. Kelan (2009) also stated that one approach a woman can adopt to undo gender in the organization is by viewing themselves as 'workers' rather than 'working mothers'. And that is portrayed in Dubai Government as E.L responded by saying that she focuses on delivering goals during working hours.

However, the fact that there are women who do not have a career plan like Suad Saeed , R.S and H.D, this category may contribute to stereotyping women as employees who are less serious in their job and can consequently affect top management's decisions in hiring, promoting and motivating their women workers. Maybe the stereotyping of people like W.B of women is as a result of people like Suad Saeed , R.S and H.D because people with these objectives will automatically reflect on their attitude and actions and communicate that vibe at work. They give the feeling that they are temporary, thus, what they don't "belong" (Ozbilgen, 2004). That is because work is probably important to them but is not their main priority in life. It could be that they do it for money, kill time or to mingle with society. And the fact that the law is on their side, yet they do not work as hard as men, makes men feel that they are being unfair to. On the other hand, other working women like B.B, A.H and M.H has proven to be excellent models of working women in Dubai Government. It is worthwhile to note that Suad Saeed is M.H's manager. This is why M.H stated that he feels women are paid more than men. Also R.S resigned in which her management did not hold on to her as strong as they held on to A.H when she tendered her resignation. This is a consequence of the fact that their thoughts will to a large extent reflect their attitudes.

Conclusion

After having looked at how gender is defined around the world as part of my literature review, and in the view of Dubai Government employees who are working in Project, I can conclude that in Dubai Government gender is defined in a very similar as it is conceptualised throughout the world with some differences. Around the world, in the areas that I examined in my literature review, gender is done through societal norms just as it is in Dubai. However, I believe that even these societal norms are influenced by Islam, given that Dubai is an Islamic city. It is influenced by Islam however some people are not applying Islamic rules in its appropriate context.

I noticed that through the literature review that I examined, that the scholars are wanting to equalize women's pay, work-life balance and working abroad privileges with the man. They also were looking into the possibility of implementing the idea home-working and flexible hours to be given as a right to the women without depriving her from the career progression rights of a man following the opposite working scheme. Moreover, they were studying the difference in leadership skills between men and women and their impact on the work operations. However, the question that arises here, is how far is the comparison made between the man and woman fair?

I believe that comparing work rights of men to women is like comparing a race between a blind man and a sighted man both attending to a running competition in which they both begin from the same starting point and end at the same ending point running on the same track. It is also like writing a test of 12th graders in school and asking students from all levels at school to solve it. Would that be fair? No. It would not be fair to compare the skills of a blind man running on a track of the skills of a sighted man running on the same track under the same circumstances. Neither would it be fair for the 1st grade students to expect them to know the same information of 12th grade students. Therefore, the same principle is applied to men and women at work.

If we take a man and a woman of both the same height and weight, would they have the same physical ability? Would they be able to carry the same amount of weight with the same amount of effort? I doubt it. Even the BMI of a man is calculated differently than it is for a woman as women are expected to have more fat, while men are expected to have more muscle. That is also evident in the world around us, as every single creature on Earth of male differs in physical appearance compared to its female partner of the same species. But does that mean that I am not calling for gender equality in work? No. I am only bringing up the attention to that equality in gender should be based on several dimensions.

I find that Islam has put the set and stone of the way men and women should be treated from over 1,500 years ago. Since God has created the woman physical demeanour and psychological to be different than those of a man. The woman has what is called as the menstrual cycle that comes every month for one week of which the woman becomes weak and hormones play a big role in the way the woman reacts psychologically to different matters of life. The woman also gets pregnant and carries another small human being in her abdomen, which contributes to her carrying more weight around in her daily activities. After that the woman goes through the maternal stage in which it is accompanied with the same symptoms of the menstrual cycle but with more severe effects. Let alone the bonding with her children which is apparent in not only human being, but also in animals. How many times have we seen the Lioness care for her children on Discovery channel? Doesn't all of that prove that the caring for children is indeed a motherly instinct? Having said that, given that Islam is made of 5 pillars which come in order of importance and they resemble the five duties incumbent on every Muslim. These duties are Shahadah (profession of faith), Salat (prayers), Fasting, Zakat (giving of alms) and last but not least, Hajj (pilgrimage to Mecca, the place where the most famous Islamic temple is located). Yet Islam exempts the woman from performing the second pillar of Islam, which is to be done 5 times a day, during her menstrual cycle and postpartum period due to the physical weakness and psychological sensitiveness a woman goes through these periods. Still, both the man and women are judged equally eventually. The woman is not expected to pay for her differences.

Based on that, I find that, in general, gendering is indeed something that is unavoidable (Kelan, 2009). As a matter of fact, it is natural and instinctual. It is how the world is made. However, I find that authorities should not expect from women the same as they expect from men in terms of performance at work because that contradicts with the world balance of nature. In fact, maybe one should also suggest granting the woman a one week holiday during her menstrual cycle every month. But that is way too optimistic.

Nevertheless, I find the working environment in Dubai Government on projects is very much influenced in Islam. I found that project managers appreciate women staying after working more than they do men, whereas, internationally, it is the other way round, in which women are expected to stay after work just as men in order to be appraised equally as the men and given equal promotion opportunities as men.

I also found that the HRMS Law also justifies the woman in Dubai Government more than it does justice to women internationally. It pays both men and women equally while giving the woman all her rights such as Idda Leave, Maternity Leave and Official Mission pay. This applies to working in projects as well. Evetts (2000) view about being optimistic about where the change in gender and work, is now being questioned by me. I support her in what she is referring to which is the change in terms of what to expect from a woman given that she is a 'woman' who is physically different than a man.

Finally, I conclude that being a project team member in the Government of Dubai is not a gendered job as mentally, what is expected from a woman is the same what is expected from a man while taking in consideration the physical differences of both sexes. Therefore, I do agree with Kelan (2009) that gendering is a product of society in some aspects, such as O.H not being allowed to attend to meetings outside the work premises, but I disagree with her as I see that gendering is originally a product of nature in other aspects, such as the fact that women, as stated by K.M and H.H are soft creatures and therefore should be protected and very appreciated if they work more than the contracted hours.

Recommendations

Government

Based on the research study done, I find that not much recommendation is to be done to the HRMS Law no. 27 of 2006, expect for one. I suggest granting the working mother a Children's Sick Leave, to be issued by an authorized governmental body of which she can use to care for her children during their sickness. Moreover, I suggest applying the same strategy on the other Emirates in order to encourage more women to shine as the women leaders in Dubai, especially in project management. A great example of this is Maitha Bin Adi, who is currently the CEO of the Roads Department at the Roads and Transport Authority in Dubai.

Employers

Also, I recommend that women who choose to work flexible hours must be appraised as if they are working normal hours, as flexible hours should be given as a right to the women to use if she desires given her responsibility as a mother caring for children and probably elderly. Moreover, I encourage the employers to carry on their attitude towards women, in terms of not expecting them to work as long as men but instead appreciating them when they put more effort and work in project management. I indeed ask them to continue in this manner, as the production of women has been worthwhile the journey, and time has proved that through a number of successful stories of women leaders in Dubai Government. Their success, was not going to see the light, should their employers have not supported them and believed in them in the first place. Also, employers must identify the characters in project team members who seem to spread a negative attitude about gender issues. They must also work on raising their awareness of the impact of such acts and also try to combat such attitudes in a project due to their severe implicit danger that only rises to the surface in extreme cases at the point of no return.

Women

I highly recommend the women working for Dubai Government to appreciate the environment they are living in, in which a woman is appreciated for her differences rather

than being belittled by them by comparing them to men. The officials, who put down the HRMS Law no. 27 for 2006, have certainly looked beyond the flat comparison between two genders. It is obvious that they studied women's differences compared to men in a way that put women's benefit at first place. Based on that, I strongly suggest that women working for Dubai Government must feel that they are lucky, and therefore work with their best positive attitude in serving their country. The more they appreciate what the country has granted them, the more they will benefit, and so will the country.

Families

I recommend families to be more lenient with their daughters when it comes to staying late at work, because they need to keep in mind that their daughters' work is highly appreciated by the government and their employers, and that their daughter would not go through a stressful task against their will. Their daughters have faith in themselves and in the government, which is why they are serving them as much as they can. Once the family of one daughter begins changing this view, then the other will follow and so on. We will then upgrade the perspectives of all the society little by little, although I find that Dubai has advanced in this area faster than the other emirates. I also call for the media to focus on the advancement of women in Dubai in project management, in order for the society of the other emirates to benefit and learn from the experience and perhaps form an icon in the field of project management.

Education

With regards to education, since project management is a new area to some extent, I call for the Ministry of Education to present it as a course in schools as it has recently only being presented at the Higher Colleges of Technology (Source: <http://www.hct.ac.ae>). The benefit of that will help young women to understand the work environment better and be prepared to what they will face and experience. I also suggest for schools and colleges to enrol women students in internships or work experiences at Dubai Government departments that are heavily involved in project in order to help them get the look-and-feel of the field and attract them to it because according to Pringle et al (1998), not many

women knew about the wide range of opportunities in the market and have therefore limited their choices of university majors.

In general, I find that more research must be done on women in the Gulf while touching upon subjects of Islam, specifically in project management.

I also, I recommend more research to be done in the area of gender, work and organization on the subject of project management, particularly on matrix organizations due to that Watts (2007) found that women make up 5% of the working sector of construction. Therefore, more studies should be done on finding out the percentages of women working in the matrix organizations sector and the reason behind this percentage.

Finally, since Coronel et al (2009), Metle (2001) and Smith (2008) found that women tend to dominate the lower skilled professions that is why they compare their salaries together and thus feel satisfied. A similar study should be done on employees working on projects in Dubai Government.

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Appendices

Appendix I – HRMS Law no. 27 for 2006 of Dubai Government

Appendix II – Holiday Calendar in UAE

Holiday	Duration
1 Jan New Year's Day	One day
Mouloud (Birth of the Prophet).	One day
Leilat al-Meiraj (Ascension of the Prophet).	One day
Eid al-Fitr (End of Ramadan).	Three days
Eid al-Adha (Feast of the Sacrifice).	Three days
National Day.	Two days
Al-Hijra (Islamic New Year).	One day

Appendix III – Interview with Hana Alshamlan