

# **The Relationship between Work Environment into Women's Career Development and Job Satisfaction in the United Arab Emirates: a Large Scale Sampling**

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**ABSTRACT:** *The purpose of this study is to explore and investigate the factors that mostly effect on career development of women in the United Arab Emirates. The level of job Satisfaction of employees is reflected in the working conduct of the woman's. The low level of job Satisfaction might be reflected by lessened steadiness, discipline, duty, and in addition lower power, vacillation, absence of staff etc. The point of this paper is to decide the level of Satisfaction with chose variables through the investigation of employees' job Satisfaction. The elements of employment satisfaction were partitioned into three dimensions-requirements and advantages of work, status and connections in the working environment and authoritative settings. The findings suggest specific factors as they pertain to both the nature of the jobs and the workplace. The result of job satisfaction shows the highly strong relationship between JS and the other main variables; satisfaction with environment of work. In fundamental for the youthful responders are the essential elements of job satisfaction the career possibility and the standard of the job. For the more prepared pros the path for the relationship into employees and organization is ending up being less fundamental. Subsequently, the objective of the investigation was to confirm the authenticity of conclusions hypothesis on employees working in UAE. The study is a quantitative study, the researcher used quantitative research tool to explore the factors which have the most correlated on career development of women and job Satisfaction in UAE. Simple random sample of 470 women was used.*

**Keywords:** *Career Development, Career Success, Work Environment, Job Satisfaction, Women, United Arab Emirates.*

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## **I. INTRODUCTION**

Career development is a lifelong process of managing, learning, work, leisure and transition in order to move towards a personally made, nurtured, determined and changing future (Super, 1990). Career development basically is about how individuals manage their careers within and between organizations and how organizations manage to structure the careers of their employees. Researches were done on career development showed that there are many factors can effect and contribute to career development and success. A study conducted by Catalyst (1998) founded that there are many factors can effect and contribute to women's career development, the major one is the work environment.

Career development and management is very important and essential for all employees, because by developing their career path they will achieve their goals. Women are nowadays they are contributing in the process of development in all over the world, in this paper the researcher will focus on women's career development in the United Arab Emirates. There are many factors can effect career development and success, such as economic development, social conditions, organizational culture, legal factors, demographic and geographic factors, political and technological factors. Most of the researches and studies showed that the main factor that can effect on career development and success is the work environment. This paper mainly concentrates on the work environment. In the cutting edge period, associations are confronting a few difficulties because of the dynamic way of the earth. One of the numerous difficulties for a business is to fulfill its employees through Satisfaction and to adapt up to the steadily changing and developing environment and to make progress and stay in rivalry. With a specific end goal to expand proficiency, adequacy, profitability and job duty of employees, the business must fulfill the needs of its employees by giving great working conditions. The goal of this paper is to break down the effect of workplace on representative job satisfaction and.

## **II. PROBLEM OF THE STUDY**

Nowadays women participate in the process of development in any country, especially in the United Arab Emirates. So this study will concentrate on the working environment and exploring those factors which correlated on career development. Furthermore, investigates and explores how the work environment can effect on UAE women's career development and success. Present study will focus on the term career, career

development, and career success. However, this study will explore the role and the relationship between ages, marital status, position, years of experience and salary and career development.

### **The Importance of the Study**

The importance of this study comes from the need:

- To add up to the store of knowledge on career development and success in UAE.
- Understand and explore the factors that can effect on career development and career success in UAE.
- To explore how work environment leads to career development and career success.
- This study will concentrate only on women.

### **Objectives of the Study**

The study will endeavor to reach its aim through the following research questions:

- 1- How works environment contributes positively to women's career development in the United Arab Emirates?
- 2- To identify the factors of job satisfaction in work environment?
- 3- To identify policies and practices which discourage women's career development?
- 4- To identify the factors which hinder the women career development?

### **Theoretically and Hypothesis Development**

Greenhaus (2010) defined career management as “the pattern of work r-related experiences than span the course of a person's life.

## **III. WORKING ENVIRONMENT**

In fact, working Environment and conditions are very important and playing an essential role in employees' satisfaction and career development, it makes employees happy or unhappy at work. In addition to, studies showed that employees are highly motivated and highly satisfied with good working environments and conditions, such as working methods, equipment and tools, clean office, hours at work, shift work, rest area, washrooms, air-conditioning and parking facility and security guards. This means that work environment plays very important role in career development for male and female in all the organizations. According to Baah and Amoako (2011) portrayed that the motivational variables (the nature of work, the feeling of accomplishment from their work, the acknowledgment, the obligation that is conceded to them, and open doors for self-awareness and headway) helps employees to locate their value regarding esteem given to them by association. Further, this can increment motivational level of employees which will eventually raise interior bliss of employees and that the inside joy will bring about satisfaction. Hygiene variable can just motivation outer joy yet they are not sufficiently effective to change over dissatisfaction into satisfaction.

Brough and Frame (2004) stated that work conditions are work instruments, an employee's workplace, the work itself, organizational rules, structures, and policies. In addition to, there are other factors, for example, lighting, temperature, noise, ventilation, flexible working hours, shift work, hygiene, which means work conditions and environment are very important.

## **IV. CAREER DEVELOPMENT**

Greenhouse (2010) stated that career development is “an ongoing process by which individual's progress through a series stages, each of which is characterized by a relatively unique set of issues and tasks.

According to Greenhouse (2010), there are three stages of career development, the three stages are different from each another and fall at different stages of one's lifespan too. The early stage refers to what's known as the first five years in the workforce, which includes learning basics of a job, getting trained in the skills required for employee job, collecting paychecks and getting a hand in the office politics. When someone works under the supervision and supervises no one for as long as they are not trained and move to the next stage.

The next stage is the middle stage; this is the most important stage in the career development and also takes the most of the lifespan of individuals. The middle career stage is the point at which the individual attains a level of successful accomplishments and this stage usually occurs in the middle age. Here, a person works hard to be a successful contributor to the organization, they achieve a clear level of competence and they also maximize their capabilities and maybe become a mentor to somebody else. This is a stage where one is on top of their career game; this stage of maintenance is considered as the middle stage of the career development process (Gibson, 2003). Finally, the third stage is for those who continue to grow through the mid-career stage, the later stage is usually a pleasant time for them as they can relax a bit. In this stage an individual becomes a senior employee, they are no longer in the learning stage instead they teach others what they have learned with

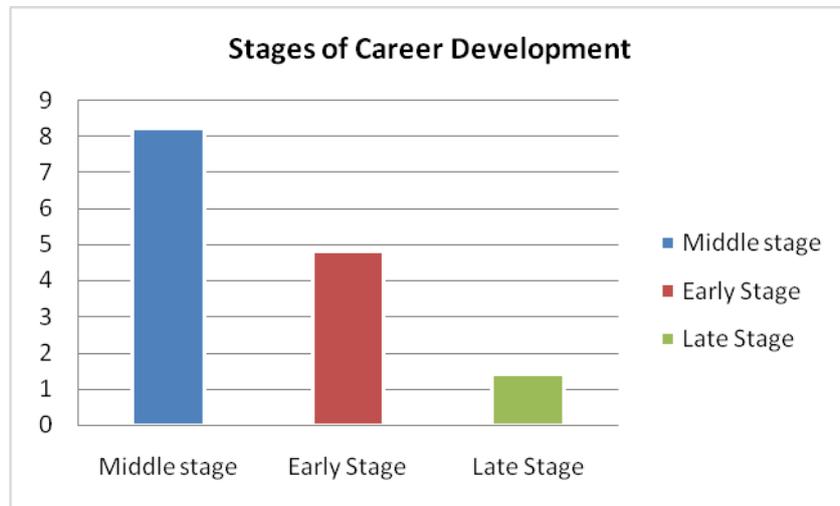
experience. It is basically the time when an individual has decreased work mobility. At this stage, they will be looking forward to retirement and consider starting something else (Osipow, 1973).

While the following hypothesis was suggested:

**Hypothesis 1:**

**H<sub>1</sub>:** *There is significant relationship between work environment and women's career development.*

**H<sub>0</sub>:** *There is no significant relationship between work environment and women's career development.*



### V. WOMEN CAREER DEVELOPMENT

A significant advancement for the women at every sector in the UAE has been observed in the recent years. The UAE is considered to be the role model for the empowerment of women in the Gulf countries. Women from different Arab countries are now moving towards the UAE for their career development. In terms of economic and infrastructure development, the UAE is the fastest growing country in the Arab world and the women are playing a crucial role in the country's economic development. Nowadays, the women workforce both in the government and private sectors is remarkable, which is increasing consistently. Moreover, according to World Economic Forum Global Agenda Council report for 2014, the UAE has been ranked number one among 132 countries in the world with respect to treating women and their development. The women from the UAE are getting more freedom as compared to other countries in the Middle East and their participation rate has been estimated to 59%, which is far ahead from Qatar (36.4%), Bahrain (34.3%), and Saudi Arab (14.4%). For example; as per to the Emirates Nuclear Energy Corporation (ENEC), 21% of its employees are female, which is significantly higher than any country around the globe, especially in this profession. The UAE's women workforce now accounts for more than 100,000, which is 28% of the total national workforce. Furthermore, over 38% of the employees are women in the UAE's banking sector. In addition, the women hold 66% of the government sectors job and one-third of them are leadership positions. The tendency for the public sectors job in the UAE women are because of the higher salary and less working hours (eight hours) in a day as compared to the private sectors.

A number of factors have been identified for the growth and development of the women's career in the UAE, which includes education, government initiatives, gender equality and job satisfaction, position, management style, leadership, and positive attitudes towards women working. Moreover, women nowadays are leading and managing in government and private sectors in UAE, in addition to, they participate in decision making.

### VI. JOB SATISFACTION

Employees' Satisfaction that they are organizational transients, alone, can undermine their inspiration for growing profoundly inserted work environment connections (Leana and Van Buren, 1999). Employees who expect to be organizationally versatile will tend to put less significance on employment errands that are not steady with their Satisfaction for portability. For instance, employees who expect to be portable might be liable to make less 'casual conversation' in the lobby at work than those without Satisfaction for versatility, despite the fact that doing as such may help them to become acquainted with their colleagues better and to manufacture the trust that could be useful in finishing ventures later on. Interest in social connections is a period escalated process (Granovetter, 1973), and representatives have a limited measure of time to contribute. That is, representatives who envision changing managers over the span of their professions may be relied upon to put

similarly less in building their WSI Workforce Safety and Insurance exclusively in any given business. This parallels the contentions of the individuals who recommend that interests in human capital are limited and that individual's bosses make exchange offs about the best choices. For instance, Becker (1964) suggests that workers for the most part will pay the expenses of general preparing (e.g., education) since businesses won't pay for something that will profit another business, and representatives energetically bear the expense of general preparing on the grounds that they hope to profit from higher future wages. Absolutely, those looking to encourage portability frequently encourage representatives to create social connections outside the work environment by systems administration by means of expert affiliations and different settings not overwhelmed by a solitary business. This guidance gets from the vast collection of examination demonstrating that numerous find new occupations through individual connections and binds outer to one's manager regularly are more profitable than inside association ties for learning of new open doors for job.

The concept of employee's Satisfaction of organizational mobility is sufficiently different from related concepts in the field of organizational behavior to merit a distinctive concept and measure here called Satisfaction of Organizational Mobility (EOM). EOM is the extent to which employees expect to need to change jobs to remain employed in their occupation. It is not intent leave which implies immediate or near-term action; nor is it the obverse of organizational commitment with its affective component. Employees may be committed to particular employers but still maintain Satisfaction that they will need to remain organizationally mobile to maintain employment. These Satisfactions are based on an individual's perceptions of common practices in their occupation regarding mobility. Employees may expect to be mobile but remain committed to their current employer now, because they find it congenial or acceptable until a potentially better opportunity arises. Here propose that employee Satisfaction that they need to be mobile.

Precision in work Satisfaction might be identified with both repatriate work fulfillment and turnover intentions. Satisfaction may every now and again be more idealistic than the truth exhibited to repatriates upon return home (Pickard, 1999), and this gap may adversely influence work fulfillment (Bonache, 2005). Exact work Satisfaction has been observed to be identified with repatriate change and execution (Black, 1991; Black et al, 1999). Exact work Satisfaction has been observed to be identified with repatriate work fulfillment and turnover goals (Vidal et al., 2007b, 2008). While according to above literary the present hypothesis was suggested:

**Hypothesis 2**

**H<sub>1</sub>: There is significant relationship between work environment and job Satisfaction.**

**H<sub>0</sub>: There is no significant relationship between work environment and job Satisfaction.**

**Hypothesis 3**

**H<sub>1</sub>: There is significant relationship between women career development and job Satisfaction.**

**H<sub>0</sub>: There is no significant relationship between women career development and job Satisfaction.**

## **VII. RESEARCH METHODOLOGY**

This study aims to explore and investigate how work environment effect on United Arab Emirates Women's Career Development. The researcher adopts a quantitative approach for questionnaire also to be a primary instruments used to gathering the data. The questionnaire which used in the study is a researcher-based questionnaire. In addition, the researcher referred to some studies, which are similar to this field. The researcher used structured questionnaire where he presented all questions in the form of multiple-choices and opened questions and asked the subjects to mark the appropriate responses the questionnaire designed in the english version language. Therefore, the researcher prepared a well structured questionnaire and pre-tested the initial questionnaire using randomly a small sample of 30 respondents from the employees of the Islamic and conventional banks.

In addition to, Cronbach's alpha a measure of internal consistency, that is, how closely related a set of items are as a group. While, the result of pre-testing Cronbach's alpha out of 28 items were 0.92. According to Sekaran (1992) showed that there are mainly two types of samples. In this study, the researcher applied the simple random sample, due to the different studies showed that random sample is suitable for the respondents when they are equal. However, most of the studies showed that the number of samples depends on the size of the society therefore all UAE women who are working in UAE are a survey sample. While, according to Sekaran (2003) the researcher decided to distribute more than 384 samples to cover present study. The researcher distributed the questionnaire individually and the period of distributing / collecting the samples was near to a month.

## **VIII. DATA ANALYSIS AND STATISTICAL TREATMENT**

The researcher coded the data which are collected through the questionnaires and performed the needed data manipulation and statistical package for social science (SPSS v.18) to screen and analyze collected data. In

the present study data has been analyzed through Pearson correlation, and testing the hypothesis through t-tests also, for rejecting the hypothesis. Furthermore, descriptive analysis was utilized through demographic variables. The baseline and statistical data presented, analyzed and interpreted.

**Limitations of the study**

These limitations serve as indicators for a future research. Some of these limitations relate to the nature of the questionnaire and others related to the data collection process. The following are some of the main limitations of the research:

First, the researcher was unable to check the accuracy of collected data where it assumed that respondents were providing accurate data. Second, the researcher was unable to evaluate the effect of possible non-response bias. Third, the fact that English only used might have excluded a particular segment of the employees (non-English speakers) whose responses might have changed the results. Fourth, the researcher did not have full control over the questionnaire distribution especially within the offices that received the questionnaire and fill it later. Finally, the researcher collected the data based on the individual potential, so the researcher was relay on the cooperation of the respondents.

**IX. DATA ANALYSIS AND RESULTS**

*Descriptive analysis*

**Table 1** Demographic Information

Item		Frequency	Percentage	Total 100%
Age	Below 30	212	45.1	470
	30 – 45	195	41.5	
	above 45	63	13.4	
Income	Below AED 10000	201	42.8	470
	AED 10001 – 20000	174	37.0	
	Above AED 20001	95	20.2	
Experience	Less than 3 years	122	26.0	470
	4-8	167	35.5	
	9-13	104	22.1	
	above 13	77	16.4	
Marital status	Married	236	50.2	470
	Single	234	49.8	
Position Rank	Top Level	80	17.0	470
	Middle Level	251	53.4	
	First Level	139	29.6	

Table 1 shows the item of the sample based on the demographic information of participants. In term of age category, the data displayed high majority of respondents were between Below 30 years old, 45.1% and the next highest age category is between 30- 45 years old, 41.5%. In terms of income, 42.8 % of respondents were Below AED 10000. The experience question distributed of the respondents that most respondents were 35.5%. Marital status in term of married and single the highest rate was Married 236 respondents with 50.2%, and last not least the Position Rank came with Middle Level Position represented by 53.4% through 470 samples distributed. While, the reasonable ground to believe that study are dealing with actual workers who have been participating in United Arab Emirates job for the period time of survey.

**Correlations**

The relationship between study variables was to investigate the objectives of this study, the relationship between the dependent variable and the independent variables, person correlation were used. The dependent variable is Work Environment (Y) and two independent variables are Women's Career Development (X1), and Job Satisfaction (X2).

**Table 2** Correlation

Correlations		Work Environment	Women's Career Development	Job Satisfaction	Mean	Std. Deviation
Work Environment	Pearson Correlation	1	.769**	.712**	3.4373	.73913
	Sig. (2-tailed)		.000	.000		
	N	470	470	470		
Women's Career Development	Pearson Correlation	.769**	1	.778**	3.3907	.72821
	Sig. (2-tailed)	.000		.000		
	N	470	470	470		
Job Satisfaction	Pearson Correlation	.712**	.778**	1	3.2945	.79052
	Sig. (2-tailed)	.000	.000			
	N	470	470	470		

\*\* . Correlation is significant at the 0.01 level (2-tailed).

For instance, Work Environment population, Women's Career Development and Job Satisfaction might be correlated, in that both tend to be high or low in the same locations or different locations. It is equally valid to say that Work Environment is correlated with Women's Career Development, and Job Satisfaction. To say that Work Environment, Women's Career Development and Job Satisfaction cases are different statements. And correlation does not imply that either is true. For instance, the underlying cause could be a 3rd variable such as work satisfaction s, or unemployment.

The mathematics of statistics is good at identifying underlying present variables, which requires find out the nature of relationship and other judgment. Thus, the work environment through women's career development was indicated to a strongly correlated with 0.769, and through job satisfaction also has a strong relationship represented by 0.712 while the study variable shows a correlated variables and strongly related to each another.

Therefore, the result shows a high correlation between work environment phenomenon and women's career development and job satisfaction. Thus, this could be a sign of statistical methods indicates the direct relation between the variables of survey, and shows the nature of relation that higher satisfaction on work environment increases satisfaction on women's career development and job satisfaction. Indeed, many studies show that a high degree of conflict between women's career development and work environment responsibilities increases an individual's.

**Hypothesis Testing**

**Table 3 T-Test**

One-Sample Test						
	Test Value = 0					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Work Environment	100.821	469	.000	3.43732	3.3703	3.5043
Women's Career Development	100.946	469	.000	3.39073	3.3247	3.4567
Job Satisfaction	90.351	469	.000	3.29453	3.2229	3.3662

According to table 3 the T-value corresponding to the difference in mean work environment, women's career development and job satisfaction was 100.821 with 469 df which represented 0.000 P-value that is lower than 0.05 therefore the hypothesis was accepted. Its corresponding P-value was 0.000 > 0.05. Since the P-value was smaller than 0.05, we can conclude that there was significant difference in mean values of work environment, women's career development and job satisfaction between women's who responded. While, the three hypotheses were accepted due to P-value for each one was smaller than > 0.05, these values are enough evidence which statistically to be accepted.

**X. FINDINGS AND CONCLUSION**

**Introduction**

This section provides the summary of the findings, the conclusions and recommendations to present study sort and examine the factors affecting work environment, women's career development and job satisfaction.

The survey findings established that a majority (45.1%) of the respondents had age category with (below 30) years, the majority (42.8%) of the responders had income with Below AED 10000, majority (35.5%) of the respondents had work experience with (4-8) years, majority (50.2%) of the respondents had marital status with married, and majority (53.4%) of the respondents had position rank with middle level category. Therefore, this could be useful information's for academic and managerial. In conclude, the management has a positive perception towards women in the professions and general employment.

From the study findings the respondents indicated that management's perception of work environment affect women employees and career progression to a very great extent, while the respondents indicated that the human resource management policies do embrace to women employees, also the findings of study that respondents indicated the Human resource management policies at the work do not promote a balanced employee life, the respondents indicated that the some work place without to mention to their name the policies do not allow use of inappropriate language on women employees. The data findings reveal that majority of the respondents indicated that there is pay equality among male and female employees at the work place, the respondents indicated that the work places does not encourage a balance between work and women responsibilities on women's career lives. The study findings revealed that work environment demands causes a lot of stress as per majority to respondents while only some of the respondents indicated that work demands do not cause a lot of stress.

From the study findings, the respondents mentioned credibility of fellow staff as a factors affecting women career development and job satisfaction, the respondents mentioned that the management style used to be as factors affecting women career development, the respondents indicated the gender inequality as a factors affecting women career development and job satisfaction, the respondents indicated the organizational structure as a factors affecting women career development and job satisfaction, the respondents indicated the discrimination as a factors affecting women career development and job satisfaction. The findings established majority of the respondents indicated that the factors affected women employees' work environment, career progression, and job satisfaction at the work to a great extent and a small proportion of the respondents cited that the factors affected women employees' work environment, career progression, and job satisfaction at the work to no extent.

In conclude of the study findings that the management at work environment has a positive perception towards women employees and as a result this perception affects women employees' career development to a large extent. The study also concludes that the human resource management policies do embrace women employees and that the human resource management policies at the work promote a balanced employee work life as well as affect women employees' career progression to a great extent. Thus, any real changes in organizational structure or behavior affecting women career development and job satisfaction.

## **XI. RECOMMENDATIONS**

The study acknowledges that to some extent the management of any organization has put some effort in trying to put in place friendly human resource policies. They motivate their women employees to work in a stress free environment compared to many other corporations. Furthermore, more can be done to make the organization even a better employer to its women employees, develop positive attitudes into women and become the employer to be emulated by other corporations when it comes to friendly related policies for women employees. Women in internships, as well as in employment ought to be exempted from both overt and covert prejudices. The study also recommends that as a first step toward achieving gender equality and promoting the career progression of women, organizations can encourage the hiring, retention, and advancement of women by adopting work/life policies, work adjustments hours for new mothers to mention a few.

Further the study recommends that the family/friendly, or work/life, policies ought to be designed to support employees faced with balancing the competing demands of work and family in today's fast/paced, complex environment. Finally the study recommends that changes amongst men are vital in order for women to achieve full equality, they need to realize that gender equality is also in their interests.

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