b. How would you advice Bill, if 'rational persuasion' need to be used as a tactic to influence Sally?

(6 marks)

JORDANIAN WOMAN LEADERSHIP OF PUBLIC SECTOR: PERSONALITY AS A BARRIER TO THEIR SUCCESS

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Abstract

It is essential for us to have a deep understanding of the working woman issue and the magnificent task which working women have in developing and strengthening the society. The leadership of woman is a valuable step in the society developing process. The study used questionnaire to collect the data from participants who are female Jordanian working in the public sector. This study used Statistical Package for Social Science (SPSS) to quantify and analyze the collected data through survey questionnaire. The goal of this study is to disclose the obstacles and the difficulties faced by Jordanian working women in achieving the leadership position due to the discrimination that seems to be rampant in the public sector. Apart from that, it is also aims to find out whether the provision of training can help in overcoming this predicament. This phenomenon might relate to the personality of Jordanian women which might cause male leader to deprive women from moving upward in the organization. Accordingly, this research indicates that Jordanian women are always been inferior with regard to leadership and decision-making positions. In addition, inequality between men and women seems to be continuously existed, making it difficult for women to ascend to leadership positions.

Keywords: Leadership, Personality obstacle, Leadership training, male top management behavior, Discrimination

1.0 Introduction

The success leadership depends on what leader possesses such as personal characteristics, experience, education background, professional expertise so on and so forth. These elements are vital for leaders be they male or female leaders, in order for them to make a prudent judgment and good decision for the sake of their organization. In this regard, the gender difference is not a matter when we address the issue of leadership successfulness in the organization.

Specifically in the Arab's world, the number of women leaders is increasingly for the last twenty years. However, they are still left behind as compared to male employees in terms of chances in holding higher post, which mean be appointed as a leader in the organization. Indeed, there is a gap in women's leadership development especially at the top level of management positions (Al-Shiahbi, 2003).

Albeit women in Arab world also contribute to the regional economic growth, but their contribution is said to be the lowest in the world. In this region, only 29% of the total labor market are women.. Within this total labour market, North African Arab countries such as Morocco and Tunisia, dominate that 29 percent. Other countries just share the tiny portion of the cake, and those countries include Jordan (Nusseir, 2003).

In 2003 the Jordanian Human Resource agency showed that the percentage of female students involved in the high educational level in Jordan was 50.4%; and the female students' percentage in all educational levels was 49.4%. The illiteracy percentage among females more than 15 years old had been reduced to 15.2%, and Jordanian woman's percentage that participated in the real economic activity was 6.7%. The unemployed women was 19.3% and 44.8% of employed women are from the public sector..

As per report from Civil Services Bureau statistics in (2004- 2008) and Jordan National Commission for women (2010), the first female minister was appointed in 1993. This female minister led the Ministry of Industry and Trading. While others, it is estimated that   1% of women leader were found in the municipal council. The first woman to be assigned in the judiciary field was in 1996. In general, female's participation percentage at the high level of the civil service is 3.18%,.

Even though Woman's participation in the community affairs for the past few years has increased, but it is still below the desirable level. The United Nations' a report (2000) indicated that women's participation in the managerial positions barely reaching to (18%) in the advanced countries, (13%) in Africa and (10%) in Asia and the Pacific countries. Nusseir (2003) argued that it is obviously hard in Arab countries (including Jordan) to promote woman to higher position even if she is as qualified as a man. Apart from that it is common reaction to refuse woman's leadership in the Arab countries based on cultural perspective.

Tripp (2003), compared the proportion of both men and women in positions of power and decision-making in the world, and summarized that it is still very low. The contribution of women represents less than 35% of most countries leadership, yet they are estimated to comprise more than half of the world's population (McCormick Higgins, 2005). It is necessary for combining diverse ideas and perspectives in the effective running of national affairs to achieve their expected goals.

Al Ibrahim' (2008), research found that discrimination on female workers occurred as they were not given a chance to sit at the high level positions as compared to their male coworkers, and this will support the continuity of their power. Furthermore, cultural reasons have ensured the man's superiority in the society for his ability to decide and to fill high managerial vacancies. Al-Ibrahim also stresses the real difficulties that Jordanian working woman experienced in their effort to get any managerial position. They were being denied to develop their career as less chance were given to them to take part in various training that related to their jobs as well as promotion as compared to male workers.

According to (Montana 2010), women's participation in public life and positions of power and decision-making have not been attained at the required level. The equality between women and men in this area is still far from being achieved. The percentage of women in terms of their participation in decision making process in various government and private bodies and institutions is still small. In Jordan, the government faces a challenge of gender inequality and dominance of men in decision making. Gender inequality still exists despite efforts to bridge the gap in all fields between men and women are shown from time to time. Al-Husaini (2010), reveals that the weaknesses of women's role has been marginalized in municipal councils, this is said to be due to the lack of financial resources that prevent their participation in popular events and meetings, limited communication and leadership skills, stiff competition (with male colleagues) and low self-confidence.

In this study we are interested to know why this unhealthy phenomenon of discrimination among women workers in Jordan occurs in the context of Jordanian public sector. Perhaps it comes from the factor of the Jordanian women themselves as the personalities which they possess have somehow inhibited them to become leaders in their respective

organizations. We are also keen to know if the provision of training to the women workers could somehow reduce the discrimination practice.

2. 0   The Purpose of the Research

The purpose of this research is to disclose the obstacles and the difficulties faced by Jordanian working women in occupying the top management post which also mean that becoming the leaders of the organizations. The study also aims to determine the existence of discriminations between men and women in the organization's promotion exercise, and to investigate whether or not the perception of top management on woman's personality has influence their behavior to discriminate female workers in the process of promotion in the organization.

3.0   Research Questions and Hypotheses

Two research questions have been established in this study, which are:

i. To what extend does personality influence the male top management in determining the
    leadership position in the public sectors?

ii. Is training has a moderating effect on the relationship between personality and top
    management leadership discrimination on women?

4. 0   Review of Literature

4.1   Personality obstacle

4.1.1   Definition of Personality

There are many different definitions of personality; a brief definition would be that personality is invented of the characteristic patterns of thoughts, feelings and behaviors that make a person distinctive. While, according to Feist & Feist, 2009 personality is a pattern of comparatively permanent traits and unique characteristics that give both consistency and independence to a person's behavior. Another common definition of personality that people were use today, personality is the combinations or sum total of ways in which an individual reacts to and interrelates with others (Robbins & Judge, 2007).

4.1.2   Personality Determinants

A timely argument concentrated on whether or not personality was the result of heredity or of environment. Personality appears to be a result of both influences which is:

4.1.2.1   Heredity

Refers to factors that we determined at conception, which include parents' complete or incompletely genetically inherited. Include physical height, facial attractiveness, gender, energy level or biological rhythms. Modern studies of young

children lend strong support power of genetics which suggested that some traits may be built into the same genetic code that affect factors such as height and hair color.

4.1.2.2   Environment

Include culture, norms among family, friends and other influences that we experiences which effect partially in our personality. Culture creates the norms, attitudes & values that are passed along from one generation to another & create regularities overtime.

According to (Abu Shuqa, 1991), the woman's personality can be defined as: "the features and characteristics that woman should have to be unique compared to other women to achieve the desired goals she looks for."

Many personal aspects will be taken into considerations in order to determine the actions of a person in a leadership role. Perceptions, attitudes, motivations, personality, skills, knowledge, experience, confidence, and commitment are a few of the variables which are important for understanding the behavior of people. They are also important for understanding the behavior of people at work, whether they are leaders or not. However, this study will highlight what may well be the important and underlying determinant of leaders' behavior-values.

Personality is defined as a pattern of relatively enduring nature of personality with a person's feelings, thinking and behavior (George & Janes, 2000). It comprises the characteristics which are related to morality and ethics (Saros, Cooper & Hartican, 2005). Max Weber (cited in Abdullah, Abu & Samer, 2008) defines three stages of characteristics of leaders, in which first stage is the identification of leaders' personality; second stage focuses on the behaviors of leaders; and the last stage focuses more on leaders' style and the situation they face. Individual who has high character of hardiness is said to have the potential to be a leader (Eid & Johnsen, Bortone, Nissestad, 2007).

There are so many differences in terms of points of view regarding the woman's right to hold the advanced leadership position. Question as to what support the woman's right to occupy this position has also been asked. Apart from that opinions on the equality of women with men, and some opinions that consider the women as less capable in the performance and need continuous supervision and monitoring have been voiced out. Despite all these numerous questions and opinions, what are actually apparent here are the differences between the woman and the man at work.

Hence the perception arises that woman could not perform the leadership works as performed by man. Here the fatherhood's Arab social structure and the family and social rising of man and woman play the role on miss achieving gender equality (Badawood, 2002). Woman rises to be a householder, and man to work and make the decisions in most life fields and the daily human activities. Changes that occurred on the reality of the social work division according the gender in our Arab societies as a result of the social, cultural, economic and legislative changes did not affect or change the basic and significant work division. Inequality still exists between the woman and the man, especially in the matter of occupying leadership positions (Al-shehabi, 2001). There are personal impediments related to the woman herself that lead to limiting her from reaching the leadership positions. One instance is lack of self – confidence, which might be due to the traditional social raising on the basis that woman's dependency on other (the father, elder brother, husband) in her daily life. The maneer in which she is being brought up through the process of socialization has caused her to lose confidence and trust in her capability to make the decisions and to carry the leadership responsibility (Al-Shehabi, 2001).

The absence of the motive and the desire to be a leader is the most important impediments for women in achieving leadership positions. Woman is less interested to become a leader especially if she has to work long hours, traveling and changing residency location, As a matter of fact, these activities are not encouraged in the traditional practice. In addition, the leadership position needs special attributes, like courage, persistence and ambition and independence (Nasser, 2002, Al-shehabi, 2001), and women are perceived to have lack of these attributes.

On top of that, the changing in Arab social system has led to the increasing number of women in the workforce. Hence, the working women is said to be in a dilemma in fulfilling the household responsibility and at the same time workplace demands. Inability to balance the demands from these two domains may cause them to be engaged with work-family conflict. Whilst on the other side of the spectrum, no change occurred in the man's responsibilities and his social roles (Halwani, 2002). Women who are unable to cope with the work-family conflict may affect their work productivity, and accordingly cause the employer to choose male candidates for the purpose of filling vacancy of the job or of the higher post in the organization (Badawood, 2002).

4.2 Training leadership

Training is no longer considered as a traditional concept that is limited to the process of organizing traditional training courses and certification, but it becomes a strategic option in the matrix of the human resources' investment and development. The individual is no longer named as worker or employee but he/she is named as a human resources, so that this man is the most important resource that the development process depends on in any place on earth. Scientists in different specializations rushed to glorify the status of man. Man is referred to as the human capital by the economist and human asset by accountants. Managers call human being as intelligent capital, creative capital or cognitive capital (Al-Tawah, 2006).

The issue of training is bigger than the process of patching current problems through holding traditional training courses. In fact, training is as much complex as to require scientific and objective treatment that comply with the requirement of the stage we prepare ourselves to engage in as organizations following the total quality management approach. This new approach depends on the human element and seeks to develop it continuously. Therefore, the viewpoint form the individual manager to the leading manager and finally to high value manager, in terms of having impact on the environment elements that he/she deals with and on the management process, has changed due to continuous development processes. The management process itself has also changed from regular management to preventive management.

According to Bani Oudeh, (2002), woman's training is defined as an activity to equip her with experience and skills to become a further productive member in the society. Training therefore is the shortest way to compensate for regress and to achieve progress and help the woman in achieving her goals. Greebberg (2001), illustrated that training is a process to improve people's abilities and skills needed for better job performance. He also underlined four major principles for the effective employee training: participation, whereby the participant gives a commitment and learns quickly; repetition; transfer of training; and feedback. These principles can be applied to leadership training to build self-confidence.

Learning with practice can improve efficiency in management. According to Robbins (2007), practice can improve skills and abilities to implement tasks. Groves (2007), underscored several best practices of leadership methods in order to

enhance leaders' skills and abilities. These include 360-degree feedback, executive coaching, networking, job assignment, and action learning. Quinn (2002), describes six critical dimensions in the practice of leadership: identifying a vision; learning to accept the of group goals; providing individualized support; intellectual stimulation; providing an appropriate model; and high performance expectations.

To become a leader, one must process appropriate qualifications and experiences, thus for women who is lacking of those qualifications and experiences could reduce her opportunity to occupy the leadership positions (Al- Shihabi, 2001). Reasons behind lack of those qualifications include the social attitudes in determining the types of capabilities that the woman can acquire (Al-Ghanem, 2002), binding the administrative competency with men only, and skeptics in the capabilities of women securing leadership positions (Badawood, 2002).

With regard to Arab working woman, the weak interest in training and in developing the leadership skills of woman relative to man is due to reasons such as the difficulty for the her to travel to participate in the external training courses and bias in nomination for training in favor of men (Al-Sulaiti, 2002). So, there is a weakness in the woman's training policy since there are no training programs designed for the female workers which weaken their abilities to play basic roles in the organization, and hence reach advanced positions at work (Al-Barak ,2005).

The lack of sufficient support from the management is the result of the belief that the expenses of woman training are additional expenditures rather than investment of her energy and capabilities based on her frequent wok's turnover as a result of pregnancy, giving birth, and raising her children (Carmichael, 1995). According to Al-Hadedi (2006), the most significant hitches that stop woman from attaining leadership positions are institutional factors such as the reduced number of incorporated programs in the area of preparing leaders. Al-Ghanem (2002), investigated the most significant issues faced by women working in the managerial, manufacturing, and educational sectors where men occupy the high positions that receive support either through legislation or through training. He mentioned that the main reason behind excluding women from career growth is the restriction on woman role as employers presume that women are unfit for extended periods of work. Al-Ghanem (2002), highlights the importance of realizing the women's role, abilities, and the need for changing the negative view of the woman.

Organizations have to develop their objectives to meet the challenges of the unknown future so that they change from organizations which have clear and quantitative goals and stereotyped activities to have innovative renewable and different goals (Al-Shalbi, 2003). It is not possible that the high illiteracy rates to keep rising in addition to having low education levels in order to face the new learning approaches brought by the knowledge economy. The development of the infrastructures and the continuous innovative and creative processes and transparency certainly lead to the spreading of much distance learning and training opportunities to all member of the society, including women, to keep working on developing their knowledge and potentials. If countries succeed in employing their capabilities in this domain, women's participation will definitely increase through increasing their chances in education and development. This type of development helps in changing the images and the forms of work that are carried out so that it will enable women to work more easily even in their homes. This requires the process of developing the national accounting concepts to include non-regular work of women (Zayied, 2000).

4.3 *The behavior of Male top management (Discrimination)*

Debate on the difference between man and woman in terms of administrative behavior continuously occurs in this era of management. Vecchio (2002), explains that the concepts of management and sex in terms of masculinity and femininity have developed similarly. In the past, predominate image stated that both masculinity and femininity are contrasting poles.

Management is either job-centered when jobs take most of the interest or employees-centered when the focus is on the employees and the human relationships. Man represents the first pole who concentrates of work and woman represents the second pole who focuses on employees. The concept of management has changed through two trends. The first one stresses the importance of the job while the other one focuses on the relationships among individuals and the leadership style reflects the two trends in the same time. Consequently, Androgyny Style of Leadership was developed and the study's results related to this method were unclear. (Vecchio (2002), Alice (2003).
Kanter (1997), ascribes the difference between women and men in terms of the leadership style to the predisposition of the organization to employ women in jobs that reflect their social roles templates. Most often this job, in terms of women's social roles in relation to the sources of power weakens women which in turn lead to reflect negative image about women who hold leadership positions.

According to Jawdat (2001), the administrative behavior of men is defined as a man who exercises dynamic power authorized by two sources, namely the relationship between the role he exercises and his personal status, and the power he has due to his position. This power can be seen as formal power because it is authorized by the top management. The source of power related to the personal status and its influence is considered informal and cannot be entitled and all men who hold management positions without exception have the formal power entitled to them

Literature has indicated that social, economic, and political structures provide men with power to dominate and oppress women (Dow, 2001; Tripp, 2003). According to Gosetti and Rusch (1995), using feminist research to explore women's experiences provides explicit information on gender discrimination and focuses on problems created by male-dominant culture, norms, and beliefs. Theories have been used to frame research across disciplines and have been employed to address women's issues and identify patriarchy (Marshall & Rossman, 1999). Marshall (1997), indicates that feminism may frame research on women in leadership positions which consequently expand leadership theory; power and politics. Feminism helps to uncover the cultural and institutional forces and sources of oppression, and reveals the value of women's subjective experiences (Marshall, 1997). Some negative attitudes exist and remain strong, but they became less distinct, and accepted as normal behaviors, or exist behind the scenes and hard to observe. Organizations are working to recruit the best and qualified employees, including women. Nonetheless, because the presence of different types of obstacles including the prejudices and the glass ceiling phenomenon making it difficult for the organization to achieve this goal. This phenomenon prevents women form approaching up to the top management (Pawell & Graves, 2003)

Becker (1957), argues that one typical explanation for discrimination is different treatment of workers from different groups based solely on group membership rather than on the workers' productivity. He added that, discrimination is due to the taste-based preferences against certain groups such as women, minorities etc. The Becker's discrimination theory however fails to explain the permanent discrimination against those groups, which inlude women.

Connell (1987), defines hegemonic masculinity of institutions as aggressive, goal oriented, competitive and efficient, instead of supportive, kind and caring. Interestingly, women employees describe the working environment where they experienced sex discrimination to be seemingly nice, supportive and protective. The hegemonic masculinity, according to women, operated in disguise of being supportive, kind and caring. Many organizational practices that appeared to build teamwork or informal networking, but, in fact, subtly undermine women.

Gender roles and traditional attitudes had the negative impact on women's advancement through education and employment. Female managers in the Middle East encounter the impact of the glass ceiling more often and in greater degrees comparing with female from other countries. Several factors were found to play their roles and to form the presence of the glass ceiling in which these include gender discrimination, lack of support and negative work relationships (Pai & Vaidya, 2009).

Women's oppression is part of the male behavior of the top management. It indicates women's under representation. It is important to relate to the existence of women's oppression and marginalization. Feminism is a struggle that exists to end oppression. It exists to benefit all women, regardless of group, class, or race; it is not a privilege of women over men, but rather a meaningful power, used to change people's lives.

4.4 Hypothesis Development

Based on the above discussion, the researchers established the following hypotheses:
H1: There is no relationship between personality and top management discrimination on female leaders in the public sectors in Jordan.
H2: Leadership training has a moderating effect on the relationship between personality and top management discrimination on female leaders in the public sectors in Jordan.

5. 0   Methodology

The public sector was chosen in this study and a sample of 361 respondents was interviewed using the research instrument. The sample comprised female employees from 12 Ministries in Jordan and they were selected through simple random sampling. Research instrument with 39 items using five point Likert scale was employed to measure three variables that include personality obstacle, women training in leadership, and male top management behavior (discrimination). For the purpose of hypotheses testing, the researchers used Pearson correlation and multiple regression.

6.0   Results & Discussions

The collected data of the respondents have been tested with respect to different types of tests in order to substantiate the proposed hypotheses. The Cronbach's Alhpa values of 0.921 for the personality factor, 0.795 for the training leadership, 0.884 for the male top management behavior confirmed the reliability of the used scales. We argued that these values are acceptable as it is generally agreed that Cronbach's Alpha value more than 0.60 is an acceptable value for reliability coefficient.

6.1 Pearson's correlation

Pearson's correlation test was carried out in order to test the hypothesis I, which states that: *There is no relationship between women personality and top management discrimination on female leaders in the public sectors in Jordan.* The analysis of this set hypothesis was used to determine personality obstacle correlates to women failure to achieve leadership status in the public sector of Jordan.

Shows that the EHW of home demands is significantly positively correlated to WFC (r = 0.214, p < 0.01). Hence, the null hypotheses are rejected. It could be concluded that relationships exist between the EHW at home and WFC at 21.4 per cent, and between the PPP at home and WFC at 19.7 per cent.

Table 1 illustrates the result of the data analysis in which it was found that there women's personality is significantly correlated to top management discrimination on female leaders in the public sector in Jordan (r = 0.531, p < 0.000). Therefore, the hypothesis H1 is substantiated.

Table 4.9: Pearson Correlations results for H1

		rsonality	crimination
rsonality	arson Correlation		1**
	ı. (2-tailed)		0
		5	5
crimination	arson Correlation	1**	
	ı. (2-tailed)	0	
		5	5

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

The analysis result shows that there is a statistical significant relationship between woman's personality and discrimination in holding top management positions. This result can be attributed to women's personality which is considered as crucial factor in hindering women from holding top leadership positions since women is characterized by emotionality and femininity and weakness in taking decisive decisions which diminish her opportunities to hold such positions.

The findings of the study indicates that the status of Jordanian women continue be at the lower echelon of the organization hierarchy as compared to men, and therefore have little chance to be at the top level and lead the organization. The personal impediments such as lack of self – confidence, absence of the motive and the desire to lead others, the traditional social raising which fosters a thinking of women dependency on others have prevented them from reaching the leadership positions.

The findings is consistent with a study conducted by Al-Shehabi (2001), which indicated that there was considerable effect of woman's personality on her leadership development. The personality that she possesses prevents her from shouldering the higher responsibilities of a leader. This study also supports Al-Barak's (2005), findings, which showed that woman's personality was an important effect that hinders her from holding top management positions. In addition, her personality also prevented her from sharing equal opportunities with man at the workplace.

It is important that the management of the public sector in Jordan to develop a positive women's personality. The management should also create the sense of awareness especially among the male leaders on the significance of women roles and their capability to shoulder the responsibility given, they need to discourage gender bias, and promote diversity and acceptance of women in leadership. Male leaders in the organization should let them (female workers) develop and strengthen their self-confidence and promote trust in their capability to make the decisions and to carry out the responsibility

However, what is obvious in the current development of a society in Jordan is that people are ready to or have changed their mind-set and perceptions on women leadership. There is a need for society to work collectively to eliminate practices that encourage male domination and women's oppressions discriminatory practices that impede women's career and leadership advancement in whatever fields and any kinds of organizations.

6.2 Multi regression

Multi regression was applied in order to test the hypothesis 2, which states that: *Leadership training has a moderating effect on the relationship between personality and top management discrimination on female leaders in the public sectors in Jordan.*

Table 2, 3, 4 and 5 present the model summary on the moderating effect of training on the relationship between personality and top management discrimination on female leaders in the public organization in Jordan

The quantification of the relationships between woman's personality, leadership training, and discrimination was implemented. Women's personality which was an independent variable had the R^2 value of 0.282, meaning that personality individually explains around 28% of the variations in the discrimination scores between the respondents (Table Error! No text of specified style in document.2). Furthermore the model-predicted discrimination scores have a significant, moderate relationship with the measured scores (r = 0.531, *P* < 0.01).

The next is the second step regression, in which the relationship of training with discrimination is analyzed. As shown in Table Error! No text of specified style in document.2 (Model Summary), this relationship is found to be significant (P < 0.05). At this step, R-square increased by 12 per cent(R-square change = 0.121 percent. thus it can concluded that there is an association between the discrimination with training. In this case, 40.3 per cent of the variance (R-square) in discrimination can be explained by the training and personality.

Table **Error! No text of specified style in document.**2

The Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics		
					R Square Change	F Change	Sig. F Change
1	.531a	.282	.280	.50905	.282	138.630	.000
2	.635b	.403	.398	.46538	.121	35.682	.000
a. Predictors: (Constant), personality-c							
b. Predictors: (Constant), personality _c, int_pt, Training-c							
c. Dependent Variable: discrimination							

The ANOVA test results (**Error! Reference source not found.**3), pointed that this model is significant (F = 138.6, df = 354, *P* < 0.01). Value, F=138.6 is significant at α<0.01, hence the model is useful to predict discrimination.

Table **Error! No text of specified style in document.**2

ANOVA Test

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	35.924	1	35.924	138.630	.000a
	Residual	91.475	353	.259		
	Total	127.399	354			
	Residual	76.019	351	.217		
	Total	127.399	354			
a. Predictors: (Constant), personality-c						
b. Predictors: (Constant), personality _c, int_pt, Training-c						
c. Dependent Variable: discrimination						

Table **Error! No text of specified style in document.**4

Model Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.540	.027		131.010	.000
	Personality-c	.403	.034	.531	11.774	.000
2	(Constant)	3.547	.025		142.831	.000
	Personality-c	.379	.032	.499	11.976	.000
	Training-c	.318	.056	.262	5.718	.000
	int_pt	-.167	.051	-.148	-3.259	.001
a. Dependent Variable: discrimination						

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The model coefficients output (Table Error! No text of specified style in document.5), was utilized in constructing the unstandardized as well as the standardized regression equations, besides identifying the importance of the predictors in model predictions. To construct the unstandardized regression equation, the b coefficients were used and the equation is:

Discrimination score = 3.547 + 0.379 personality score + 0.318 training score
 -0.148 interaction _ personality and training score

At the third step regression, the training is analyzed to determine its moderating effect between the relationship of personality and discrimination, as shown in Table Error! No text of specified style in document.4 (model coefficients) , when training is entered, the researcher finds that the interaction is significant($P < 0.001$), with negative effect (B= -0.148).while ,As the direct effect of personality on discrimination decreased from (0.403) to (B= 0.379), this implies the negative moderating role of the training (moderator), which is consistent to the effect hypothesized. However, though the training (moderator) has negative effect, but, the relationship between the personality and discrimination still positive. Therefore, the moderating effect does not remove the direct relationship hypothesized, based on the result, it can be concluded that there is an interaction between personality, training and discrimination. Therefore, the hypothesis II which predicts that training serves as a moderator between personality and discrimination is substantiated.

The result of the analysis indicates that there is a significant relationship between leadership training, woman's personality, and discrimination against women. But the interaction of training and personality is negative, which decreases the effect of the relationship between personality and discrimination. Accordingly, this result stresses that leadership training which women undergo could enhance their opportunities to acquiring senior management positions. In fact, this finding is consistent with the SCT which states that the processes of learning and training have positive impacts on the individual's behaviour, confidence, effectiveness, and ability to perform, and deal with, the due tasks. According to this theory, a person with low self-efficacy will relinquish in implementing the tasks while a person with high-efficacy will strive hardly to master challenges. Self-efficacy can be defined as the quality of individuals who believe in their abilities to accomplish tasks. So, this study outcome stresses that training increases the woman's chances of procuring top leadership positions.

This result agreed with a study conducted by Al-Raheed & Abu Dawala (2000) which demonstrated that there was a relation between training in one side and organization policy in the other side which hindered women from occupying top management positions. The result also agreed with the study conducted by (Al-A'badi, 2000) which demonstrated that there was a relation between professional and cognitive on the organization policy dimension, which implied bias that was reflected in the unequal representation in promotions and privileges offered to women.

The findings of the Hypothesis II highlight positive effects of woman's training on personality development. Hence, providing women with leadership and self-esteem training raises the levels of their confidence and enables them to take up leadership positions in public organizations. From the top management side, their level of confidence and trust in women workers who undergo leadership training may also increase.

The society needs to be encouraged to change its negative attitudes toward women in leadership and to reduce gender discrimination and male dominance in both private and public institutions. It is, then necessary to implement measures that create favorable attitudes toward women in leadership. Moreover, the moderating

variable has an effect on the relationship between woman's personality and top management discrimination against female leaders in the public sector in Jordan. This finding accords with the findings of Al-Shihabi (2003) which indicated that there was significant relationship between training and woman's personality and that training reduces discrimination stemming from the negative attitude and viewpoint of the society. This finding also agrees with the research of Al-Husaini (2010) which indicated that there was a relationship between woman's leadership training and each of her personality, her possession of communication and leadership skills, and her self-confidence.

7.0   Recommendations

The findings of this study show that Jordanian women in leadership experience challenges originating from the manner they are being brought up in a family and society, that is through the process of socialization which consequently shape their personality. This is said to have caused the authority of the organization to negatively stereotyping them, and thus not favor in giving them chances to lead any parts of organization, let alone the whole organization. This ill-perception should be discarded from the top management for the sake of women workers as it has been generally known that they have also been proven to play a vital role in the development of the organization and society.

Additionally, it is recommended that the management of organization provides gender-sensitive training for women and men to achieve equality among them and to respect and recognize women leader and to eliminate the obstacles that prevent women's career advancement. As suggested by one of the respondents, all remedial processes should start by changing the traditional ways of bringing up children. Participants in this study were socialized out of the norm, with a less gender-focused and more positive upbringing. Girls need to be provided with opportunities to develop decision-making skills and leadership qualities at a young age. Society needs sensitization on the negative effects of gender socialization and encouragement on treating girls as equal to boys.

The role of different mass media is also essential in changing the predominant negative viewpoint of the society towards employee women. This may increase the acceptance of women leaders by the society and eventually (the society) will willing to provide the opportunities for them (women) to occupy leadership positions and decision-making.

8. 0   Limitations and Directions for Future Research

Albeit this study is able to make a number of contributions, it also has a few limitations Firstly, the study was based on the participants' perceptions and may reflect some bias. The focus of the study only on female workers of public sector is another issue as the respondents' perceptions could not be considered a true representation of the total population of Jordanian female working women. Apart from that, since the study was conducted in a Jordanian context, it may limit the ability to generalize the findings in the other contexts, especially countries from the outside Arab world.

9.0   Conclusion

Even though women's participation in the community affairs has been increased, but it is still below the desirable level that they should reach in the public or private sectors. The results of the analysis obtained show the significant relationship between personality (independent variable), and top management discrimination on female leaders in the public sectors in Jordan (dependent variable). In other word, women are confronted by an issue of discrimination that makes them difficult to attain leadership position. Nevertheless, the results also indicate that the mediator variable of leadership training has significant positive effect on the relationship between personality and top management discrimination on female leaders in the public sector in Jordan.

As previously indicated, Jordan needs perspectives and contributions of women to enhance the decision-making process in a variety of fields such politics, economic and business. In order to achieve equality between men and women, it is crucial to clear and identify obstacles such as gender-based stereotypes and negative perceptions from women's career paths. In the first place women themselves have to change their respective personalities so that it will be conducive to the requirement of the effective leadership characteristics. One of the actions that need to be considered by them is to undergo leadership training in order to equip themselves with the elements of leadership effectiveness. On the other side of the spectrum, it is important that all parties should accept woman as a leader if she is capable to play the leadership roles. As for the organization, the provision of mentoring, training and empowerment programs need to be included in its strategic planning. By doing this, women could gain more leadership exposure and experience which eventually change the negative perception of top management toward them. Apart from that, the phenomenon of gender bias should be eliminated; instead the workforce diversity should be fostered and practiced in the organization

This study suggests the elimination and eradication of patriarchy and discrimination, which they believed are the sources of all inequality and male dominated leadership. This necessitates addressing and changing the way to socialize girls specifically to enable them to be leaders of tomorrow. In addition, inculcating the sense of awareness among the children (both boys and girls) in terms of gender equality is essential to be considered. Eliminating cultural norms and beliefs that disempowering girls, could provide confidence and self-reliance, which are necessary for an individual's development.

Finally, media also should play its part in changing the predominant negative viewpoint of the society towards women employee. All this while, the role plays by media in this world has been somewhat proven successful in influencing the society to accept women leadership, and this is not an unexceptional case in the context of Jordanian society.

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