



NEAR EAST UNIVERSITY
INSTITUTE OF GRADUATE STUDIES
BUSINESS ADMINISTRATION PROGRAM

The Role of Women in Business Company in Developing Countries: A case study of Palestine

DANA IBRAHIM HASSAN DAIQ

MASTER'S THESIS

NICOSIA
2021

The Role of Women in Business Company in Developing Countries: A case study of Palestine

DANA IBRAHIM HASSAN DAIQ

NEAR EAST UNIVERSITY INSTITUTE OF GRADUATE STUDIES
BUSINESS ADMINISTRATION PROGRAM

MASTER'S THESIS

THESIS SUPERVISOR
Assoc.Prof.Dr.Türgüt Türsoy

NICOSIA
2021

ACCEPTANCE/APPROVAL

We as the jury members certify the '**...The Role of Women in Business Company in Developing Countries: A case study of Palestine** prepared by the. **DANA IBRAHIM HASSAN DAIQ**... defended on ..24.../8.../..2021.. has been found satisfactory for the award of the degree of Master

JURY MEMBERS

.....
Assoc. Prof. Dr. Turgut TÜRSOY

Near East University
Department Of Banking And Finance

.....
Prof .Dr. Serife Eyupoglu

Near East University
Department Of Business Administration

.....
Dr. Laith Tashtoush,

Near East University
Department Of Business Administration

.....
Prof .Dr. K. Hüsnü Can Başer

Institute of Graduate Studies

DECLARATION

I **DANA IBRAHIM HASSAN DAIQ.....**, hereby declare that this dissertation entitled **The Role of Women in Business Company in Developing Countries: A case study of Palestine..** has been prepared myself under the guidance and supervision of **‘.Assoc.Prof.Dr.Türgüt Türsoy ’** in partial fulfilment of the Near East University, Institute of Graduate Studies regulations and does not to the best of my knowledge breach and Law of Copyrights and has been tested for plagiarism and a copy of the result can be found in the Thesis.

- The full extent of my Thesis can be accesible from anywhere.
- My Thesis can only be accesible from Near East University.
- My Thesis cannot be accesible for two(2) years. If I do not apply for extention at the end of this period, the full extent of my Thesis will be accesible from anywhere.

Date

Signature

Name Surname : DANA IBRAHIM HASSAN DAIQ

ACKNOWLEDGEMENTS

Without the support of many people the completion of this project would never have occurred. I wish to express my sincere appreciation and thanks to the following people: **Assoc.Prof.Dr.Türgüt Türsoy** , who gave me continuous support, guidance, encouragement, suggestions, and a shoulder when I needed it. His patience with me was wonderful. I could not have done this without **Prof. Dr. Şerife Eyupoglu** who challenged me to do the best that I could do .

Dedicated with Love to my Father **Ibrahim Daiq** and my Mother **Eman Daiq** Without their endless love and encouragement I would never have been able to complete my graduate studies. I love you both and I appreciate everything that you have done for me.

This Thesis Also dedicated to my sisters **Tamara , Lara, Lana and Nour.** And finally I want to thanks my cousin and brother **Hassan Daiq** for his support.

ABSTRACT

The Role of Women in Business Company in Developing Countries: A case study of Palestine

This study aims to examine the role of women in business companies for Industrial corporations listed on the Palestine Exchange for the period 2016-2020. To reach the study objectives, the researcher used Excel to compute variables and then used SPSS to apply the following statistical techniques: descriptive statistics (Maximum, Minimum, Median, Mean and Standard Deviation), correlation; which used to measure the strength of association between two variables and the direction of the relationship. Regression analysis; after ensuring the eligibility of data to be tested by using regression analysis, it will be used to understand the relationship among the independent variables (women characteristics) and the dependent variable (business company) and to explore the forms of these relationships. The findings of the study indicate that there is a negative relationship between women on the board of directors and Business Company, there is a significant negative relationship between women on executive and environmental management, the study shows a significant positive relationship between women experience and business company

Keywords: women characteristics, Industrial Sector, Business Company, experience, women on executives, women on board, Performance.

ÖZ

The Role of Women in Business Company in Developing Countries: A case study of Palestine

Bu çalışma, 2016-2020 döneminde Filistin Borsası'nda işlem gören Sanayi kuruluşları için kadınların iş şirketlerindeki rolünü incelemeyi amaçlamaktadır. : tanımlayıcı istatistikler (Maksimum, Minimum, Medyan, Ortalama ve Standart Sapma), korelasyon; iki değişken arasındaki ilişkinin gücünü ve ilişkinin yönünü ölçmek için kullanılır. Regresyon analizi; Regresyon analizi kullanılarak test edilecek verilerin uygunluğu sağlandıktan sonra bağımsız değişkenler (kadın özellikleri) ile bağımlı değişken (işletme) arasındaki ilişkiyi anlamak ve bu ilişkilerin biçimlerini keşfetmek için kullanılacaktır. Çalışmanın bulguları, yönetim kurulunda yer alan kadınlar ile İş Şirketi arasında olumsuz bir ilişki olduğunu, yönetim ve çevre yönetiminde kadınlar arasında anlamlı bir olumsuz ilişki olduğunu, kadın deneyimi ile iş şirketi arasında anlamlı bir pozitif ilişki olduğunu göstermektedir.

Anahtar Sözcükler: kadın özellikleri, Sanayi Sektörü, İşletme, deneyim, yöneticide kadın, yönetimde kadın, Performans.

TABLE OF CONTENTS

ACCEPTANCE/APPROVAL

DECLARATION

ACKNOWLEDGEMENTS i

ABSTRACT ii

ÖZ..... iii

TABLE OF CONTENTS iv

LIST OF FIGURES خطأ! الإشارة المرجعية غير معرّفة.

LIST OF TABLES vi

ABBREVIATIONS i

CHAPTER 1

INTRODUCTION AND BACKGROUND : 1

1.1 Significance of the Study: 2

1.2 Problem Statement and Research Purpose: خطأ! الإشارة المرجعية غير معرّفة.

1.3 Research Questions: خطأ! الإشارة المرجعية غير معرّفة.

CHAPTER 2

LITERATURE REVIEW

2.1 BUSSINES COMPANY.....5

2.1.1 Business Company Definition.....5

2.1.2 Business Company Advantages.....5

2.1.2.1 Personal liability protection..... خطأ! الإشارة المرجعية غير معرّفة.

2.1.2.2 Business security and perpetuity6

2.1.2.3 Access to capital.....6

2.1.2.4Tax benefits7

2.1.3 Business Company Disadvantages.....7

2.1.3.1Lengthy application process.....7

2.1.3.2Rigid formalities, protocols and structure.....7

2.1.3.3Double taxation.....8

2.1.3.4Expensive.....8

2.2 Women on board.....	8
2.3 Women on board executive.....	11
2.4 Women on Boards and Financial Performance.....	12
2.5 Women educational level.....	17
CHAPTER 3:	
THEORETICAL BACKGROUND AND HYPOTHESES' DEVELOPMENT	
خطأ! الإشارة المرجعية غير معرّفة.	
3.1 The Relationship between business company and women on board.....	19
3.2 The Relationship between business company and women on board executive.....	21
3.3 The is a relationship between business company and women financial experience.....	23
3.4 The relationship between business company and women holding professional certificate.....	26
3.5 The is a relationship between business company and women educational level.....	28
3.6 Conceptual Model.....	30
CHAPTER 4	
METHODOLOGY	
4.1 RESEARCH DESIGN.....	48
4.2 Sampling and Sample Technique.....	32
4.3 Method of Data Collection.....	33
4.4 Method of Data Analysis	33
CHAPTER 5:	
RESEARCH RESULTS	
5.2 Multiple Regression Analysis.....	39
5.3 Testing Hypothesis.....	39
CHAPTER 6	
DISCUSSION AND CONCLUSION	
6.1 Summary.....	47
6.2 Discussion.....	47
6.3 Policies Recommendations.....	47
6.4 Conclusion	51

6.4.1 Women on board and women financial experience in business company	51
6.5 Scope and Limitations of the Study.....	54
6.6 Organization of the Study.....	54
6.7 Ethical Consideration.....	54
References.....	خطأ!

الإشارة المرجعية غير معرّفة.

LIST OF FIGURES

Figure 1: Research Conceptual Model.....	46
---	-----------

LIST OF TABLES:

Table (1): variables and references.....	46
Table (2) Pearson correlation coefficients for the factor analysis.....	48
Table (3): correlation coefficients interpretation	48
Table (4) Descriptive Statistics for women on board	51
Table (5) Descriptive Statistics for women on board executive	52
Table (6) Descriptive Statistics for women experience	53
Table (7) Descriptive Statistics for women on holding certificate	53
Table (8) Descriptive Statistics for women educational level	54
Table (9) Linear regression's model summary for the model summary for women on board	55
Table (10) Linear regression's Anova for the model summary women on board	55
Table (11) Linear regression's coefficient for the model summary women on board	55
Table (12) Linear regressions for the model summary women on the board of executive.....	56
Table (13) Linear regressions for the Anova women on the board of executive	57

Table (14) Linear regression's for the coefficient women on the board of executive	57
Table (15) Linear regression's Anova for women experience	58
Table (16) Linear regression's coefficient for women experience.....	58
Table (17) Linear regression's model summary for women on the board executive.....	59
Table (18) Linear regression's Anova for women on the board of executive.....	60
Table (19) Linear regression's Coefficient for women on the board of executive.....	60
Table (20) Linear regression's model summary for women educational level	61
Table (21) Linear regression's Anova for women educational level	61
Table (22) Linear regression's Coefficient for women educational level..	61
Table (23): summary of hypotheses testing	62

ABBREVIATIONS

PE: Palestine Exchange

WOB: Women on Board

WOE: Women on Executives

BC: Business Company

CSR: Corporate Social Responsibility

CG: Corporate Governance

UK: United Kingdom

CEO: Chief Executive Officer

RBV: The Resource-Based View

RMAs: Resource Management Agencies

BOD: Board of Directors

WOCB: Women On Corporate Boards

CHAPTER 1

INTRODUCTION AND BACKGROUND :

Women are crucial in the administration of regular resources such as soil and water, forest, and vitality, and they frequently possess a deeply traditional and current understanding of the normal world around them.

Women in management is a hot topic these days, and their representation in executive roles has risen dramatically over the last decade. The structure of businesses demonstrates this presence. Daily, the business community recognizes women's achievements and determination to drive enterprises' performance to new heights. Firms consider diversity to be a competitive advantage in human resource roles, and as a result, investors and consumers are drawn to such organizations. Businesses that diversity their organizational structures are seen as socially responsible. (Terjesen, *et al.*, 2009).

Women are one of the most important social classes, and they are affected by the environmental quality and have an impact on how each person's scope of responsibility can support their families and society. Women may play an important role in managing and preserving environmental cultures and resource conservation. According to studies, women are engaged in a variety of important human activities all over the world. (Al Fadli, *et al.*, 2019).

The business company should include the actions of managers and governing agents in terms of planning, doing, testing, and behaving about either the green climate or a mixture of green and earthy colored ecological components. Despite the generic points of view acquired from the ideas climate and the board above, a succinct and generic description of the term "business

company" remains elusive. The definition is still poorly described, according to a review of the literature. The definition is often clarified by reflecting on ecological supervisors' and natural administration's highlights, just as the complexities of natural administration, instead of characterizing the actual idea (Virtanen, 2012).

So, this study focuses on the role of women in the corporation on the business company as a way to enhance the society and add value.

1.1 Significance of the Research:

Business Company becomes hot issues in the last decade due to the annual increase in the impact of natural disasters. The findings of this study are hoped to contribute to the literature about the Business Company. To the best information of the researcher, this is the business disclosure for the first time as a case of Palestinian companies. In addition, the discoveries of this examination are relied upon to give managers of Palestinian companies, and other interested parties (e.g., investors, creditors, and financial analysts) knowledge about the impact of women on company characteristics on Business companies. This helps them in making different decisions about investing in companies or making decisions about enhancing the company's Business Company.

The goals of this research are:

1. To investigate the impact of women on board on the Business Company of Palestinian corporations for the period (2016-2020).
2. To explore the effect of women on the board of executives on the Business Company of Palestinian corporations for the period (2016-2020).
3. To look at the impact of women's financial experience on the Business companies of Palestinian corporations for the period (2016-2020).
4. To look at the impact of women holding professional certificates on the Business companies of Palestinian corporations for the period (2016-2020).
5. 5. To investigate the impact of women's participation in sports. educational level on the Business companies of Palestinian corporations for the period (2016-2020).

1.2 Statement of the Research Problem

In recent decades, the importance of women in the workplace as entrepreneurs or workers has grown significantly throughout the developed world, prompting a review of women in business (as entrepreneurs) and how their social and family circumstances (as conditioned by gender) help or hinder their work or innovative undertakings.

In terms of strategic decision-making, the corporate board of directors is one among the most popular effective governing mechanisms in a business. "Monitoring and managing managers, offering information and advice to managers, monitoring compliance with applicable rules and regulations, and tying the organization to the business company" are just a few of their many tasks. As a consequence, the board's diversity is likely to have an impact on a company's business, which may be influenced by corporate risk-taking. When it comes to studying this link, the role of gender-diverse boards has recently been given a significant focus, indicating a desire and importance to determine whether this assumption is correct. As a result, the theoretical section focuses on the impact of women's role in business.

The problem of Women's equality and their participation in economic development have grown increasingly important a hot subject in the company, both locally and among international organizations. Gender diversity policies generate plenty of challenges, business organizations, in which the necessity for the sake of money viability there's more pressing. Boosting the proportion of females in management positions should not be punished businesses; rather, it should improve their financial performance, which might be realized through Rather to legal/political constraints, corporate incentives are used restraints, few studies take into consideration the the link between gender diversity and decision-making business companies. Therefore, this study will focus on this relationship.

The problem of this study is that we do not know the role of women in business companies in Palestinian corporations. So, this study came to investigate the role of women in the business in the Palestinian corporation.

1.3 Research Questions

The research problem can be stated in the following questions:

1. What is the impact of women on board on the Business companies of Palestinian corporations for the period (2016-2020)?
2. What is the impact of women on the board of executives on the Business Company of Palestinian corporations for the period (2016-2020)?
3. What is the impact of women's financial experience on the Business companies of Palestinian corporations for the period (2016-2020)?
4. What is the impact of women holding professional certificates on the Business companies of Palestinian corporations for the period (2016-2020)?
5. What is the impact of women's educational level on the Business companies of Palestinian corporations for the period (2016-2020)?

CHAPTER 2

LITERATURE REVIEW

The the goal of this chapter to be look at and examine the literature on the business company, women on board, women on the board of executive, women financial experience, omen holding professional certificates, women education level

In any educational, health, commercial, or even family institution, there is always a need for the feminine element to appear, as someone from whom many achievements are expected. Women are an integral part of society and contribute greatly to the development of the nation in the political, economic, educational, and all other sectors. Women's rights were marginalized for a long time until they became competitive with their male counterparts in all sectors. This section explains in detail the variables that are dependent and independent in detail & reviews the theoretical background of the connections that exist between those variables, as explained by previous academic scholars that led to the formulation of the questions of this research.

2.1 BUSSINES COMPANY:

2.1.1 Business Company Definition:

A corporation is a state-recognized legal person apart from its proprietors (also known as shareholders). A company Individuals or other entities can possess it, and ownership can be easi transferred through stock purchases and sales. A business can go to court on its own since it is its own legal entity, insulating its owners from personal liability. A corporation is referred to as a "legal person" in the eyes of the law, with rights and obligations that include the power to possess real estate, enter into agreements, and sue be it has been sued in

its name Philosophers, political scientists, sociologists, economists, and all other jurists and legal scholars have been debating this issue for centuries specialists have argued about what comprises t "essence of this soulless and bodiless individual."

2.1.2 Business Company Advantages

Personal liability is limited, and ownership transfer is simple more access to cash, and more consistency, in addition (depending on the corporate structure)occasional tax benefits are just a few examples advantages of founding a business entity The way your company is structured, in addition to benefits you receive from it, will influence its legal structure and perks is set up (Mitchell, 2005).

2.1.2.1 Personal liability insurance

More of a company than any other type of entity, safeguards the personal assets of its owners from liabilityFor example, if a corporation is sued, the shareholders are not personally liable for the firm's debts or legal responsibilities, even if the company lacks the financial resources to pay the bill. Among the main reasons businesses seek to form a corporation is to safeguard themselves against outside influences from personal liability.

2.1.2.2 Business security and perpetuity

Corporation The concept of ownership is based on a percentage of stock ownership gives it significantly additional ownership transfer flexibility and long-term commitment viability than other types of businesses. (Mitchell, 2005).

2.1.2.3 Access to capital

Because most companies sell their stock to the broader public, selling stock is a simple way for them to raise funds. Other entity types do not have access to this amount of funding. It is advantageous not simply with the purpose of expanding a firm, but for keeping a business to avoid becoming bankrupt during bad times. (Mitchell, 2005).

2.1.2.4 Tax benefits

Although some firms (companies) are subject to double taxation, but other corporate entities are not. structures (S companies) can take advantage of tax breaks depending on the subject of their profits are allocated. S corporations, for example, have the option of splitting their income between the company and shareholders, allowing for differing tax self-employment rates tax will be applicable to any income classified as owner salary, but the rest of the business dividends will be taxed at their normal esteem (no self-employment tax) (Mitchell, 2005).

2.1.3 Business Company Disadvantages

Corporations aren't like that. for everyone, they could also end up costing you more time and money more than they're worth. You should be aware of the following potential drawbacks prior to the formation of a corporation. It takes a long time to apply, you must abide by certain guidelines formalities and processes, It can be pricey, and you may not be able to afford it. may be taxed twice (depending on your corporate structure) (Mitchell, 2005).

2.1.3.1 Lengthy application process

While the filing procedure articles of incorporation as well as your secretary of state can be quick, the whole process of incorporating can take a long time. in order to correctly determine as well as documentation, the specifics of the organization and its ownership, You'll almost certainly have to sift through a lot of paperwork. Sweeney explained, for example, create and manage bylaws of the corporation appoint of directors, draft and maintain a shareholder's ownership transfer agreement, stock certificate issuance, and keep Taking notes at meetings (Mitchell, 2005).

The amount of time and effort required energy a requirement effectively operate a corporation and comply to In addition to the lengthy application process, there are legal requirements. In order to keep your corporate status, You must stick to a strict schedule. number procedures and formalities strict restrictions., adhere to your by laws, maintain a WOMBOD, hold annual

meetings, Minutes of board meetings are kept on file, and yearly reports are produced.

2.1.3.2 Double taxation

Most corporations (such as C-corporations) face double taxation, which can be costly implies that firm income is taxed both at the entity and at the level of the shareholders (based on their percentage of profits earned). Working as a S corporation is the only There is a way around this. S-corporations are a way to get around this problem by taxing Each stakeholder is responsible for themselves. income (Mitchell, 2005).

2.1.3.3 Expensive

Most corporations (such as C-corporations) face double taxation, which can be costly implies that firm income is taxed both at the entity and at the level of the shareholders (based on their percentage of profits earned). Working as a S corporation is the only way to avoid this. S-corporations solve this problem by taxing each shareholder on their own income rather than the entity's (Mitchell, 2005). Consult an attorney & accountant who are acquainted with the ramifications of while founding a corporation comparing the advantages and disadvantages of determine whether a corporation is the correct legal structure for your firm (Mitchell, 2005).

2.2 Women on board

Women leaders have emerged in the business sector during the last 40 years and are continuously having an impact. Inequality in the workplace, on the other hand, leads to wage disparities and promotion battles. There has been a lot of progress. This study, titled "Women Directors on Corporate Boards: A Review and Research Agenda," tries to determine how the presence of women on corporate boards affects business governance and, as a result, performance. The paper describes an existing study on theoretic views, features, and effects of females on business boars at the micro and macro levels: stakeholders, the board of directors, the firm, and the industry in general. The conclusions of this study demonstrated that combining and synthesizing material from over 400 articles yielded positive results. The data

was also grouped to create a new lens through which the area could be viewed more simply from a level and theoretical basis. *Women Directors on Corporate Boards*, according to the evaluation, focuses on improving business governance by better utilizing the full competence a pool of capital, as well as the construction of more complete and fair business organizations that more accurately reflects today's stakeholders. (Terjesen and colleagues, 2009). Females can obtain entry to the business by being accepted by the corporate elite because they want more diversity, or by external pressure because discrimination against women is unlawful. Female executives are more likely to bring a diversity of knowledge abilities to the board due to differences in experience and capabilities, widening the pool of knowledge that can be used considered (Kutum, 2015).

This study, titled "Women on Corporate Boards of Directors and Corporate Sustainability Disclosure," attempts to investigate the connection between increased female participation on corporate boards greater sustainability transparency and a board of directors The study's data was compiled using a quantitative method from the archives of five companies' sustainability reports, which served as the sample. The panel-data regression technique was used to organize the information. A sample was used in the research of five organizations over the course of five years, resulting in a (5 × 5) panel with 25 observations. The According to the study's findings, the number of women on the board of directors is related to the overall number of women employees in the company, and panel-data regression analysis demonstrated a beneficial association between the number of women on the board of directors and corporate disclosure. Women on boards of directors may have an impact on sustainability disclosure, particularly in the areas of energy and social investment may also be able to assist them in achieving their gender equity employment targets. (Modiba & Ngwakwe 2017).

"The Role of Management Practice and Business Environment in Promoting Firm Innovativeness" the The goal of this research is to examine the connections among management practices and company innovation on one side, and the corporate environment and corporates innovation on the other side. The study topic is novel management practices, which are investigated

utilizing two edges of the management coin, such as novel management functions and roles. Organizational innovation rate and characteristics of a dynamic business environment The research used data for 50 large firms in Serbia and found that, in addition to particular executive responsibilities, development situated arranging, staffing, and controlling have a positive link with better firm innovativeness. Furthermore, it discusses how planning, staffing, and leading affect the degree of business innovation. Given that businesses operate in a constantly changing environment, empirical findings point to variations in client favorites, rivalry, and equipment as major contingency elements in corporate innovation. The findings are valuable for supporting innovative business activities that can serve as the foundation for establishing a realistic framework of new management practices that boost firm innovation (Jelaca 2016),. The idea of preparation, staffing, and driving. Given that organizations for the most part work in a unique business climate, experimental outcomes respect changes in client inclinations, rivalry, and innovation as significant possibility elements of firm ingenuity. The acquired outcomes help empower imaginative methods of working together which might be base for fostering a pragmatic system of new administration rehearses which improve firm imaginativeness

“The role of women on boards in corporate environmental strategy and financial performance. A global outlook” the effect of board sexual variety on business financial and long-term environmental strategy success is examined in this study. Utilizing the latent class regression, they found four different types of business environmental plans based on 12 business environmental plans from 3,389 enterprises around the world: an inactive approach, a reactive approach, and a pollution prevention approach, as well as a long-term development plan. Female on boards add to the advancement of proactive ecological approaches, such as pollution avoidance, which is found to provide a sustainable competitive edge in terms of financial performance, both short and long term according to empirical research, as well as the maintainable expansion plan, which is linked to longstanding financial success. These findings support the firm's natural resource-based perspective of WOB as a crucial source in the organizational process, providing a common vision of

things to come and solid good initiative to the top supervisory group Xie, (*et al/2020*),

“The Role of Rural Women in Business Company in Myanmar: A Case Study of Ngaputaw Township” This study is to look into the role of a female in Myanmar's environmental management. Women in Myanmar have a long history of caring for the environment. Young Myanmar misses are taught to labor in and nearby their homes from an early age. During the school holidays, it is typical to observe young misses loving their siblings and fetching rainwater or firewood in rural locations. Females in country parts have long known how to effectively usage wood as a fuel. Females have had a vital part in decreasing resource usage, reclaiming, and reprocessing resources to reduce squander and unnecessary utilization in this way. The focus of this study is on Females opinions about the environment, how is there involvement in ecological security and defense, and Myanmar's Business company regulations (Aye, 2018)

2.3 Women on board excutive

As a result of all of this, circumstances, recent business transactions literature has focused on enhancing performance, including board membership requirements and, ultimately, the composition of the boards themselves. (Burke,1994)

Historically, the vast majority of board members have been male Executive Director, over 55 years of age. In addition, Executive Director brings significant experience, perspective, knowledge, and ability to the Board of Directors. Well, potential board members who were like that were a few "different" and invisible to most people to Executive Director. The composition of corporate boards is slowly changing. This happened to a variety of insults. First, there are not enough Executive directors to go around. Second, Executive Director doesn't have enough time to serve in all the councils they were invited to join. Third, groups of potential board members (women and minorities) develop what's necessary. experience, track records, and successfully compete with white men on board. Memberships, finally, these groups are now more visible to both the current Executive Director and the board of directors. (Burke,1994). There

is also evidence of this. first, women with expanded qualifications and business experience are gathering, while corporate selection criteria have changed, prompting companies to search for women. experienced in the private sector. current second female managers are more likely to feel that they have a responsibility to deal with issues related to recruitment, retention, and the advancement of women in organizations. they are looking at these women, as appropriate business issues for board discussion. the first appointments to corporate boards of women were symbolic. (Burke,1994)

Women on executive boards are frequently seen as a critical importance driver for businesses, and the concept of a "business case for diversity" was established by Robinson and Dechant (1997). Having at minimum two female directors on BOD may be enough to encourage significant improvements in board decisions. It is determined by the directors' profile and context, as well as the firm's form and design. According to Kanter's (1977) critical mass, theory indicates that the essence of group interactions is influenced by scale. As the size of a subcategory exceeds a certain point, known as "critical mass," the subcategory's power grows dramatically. As a result of this principle, once a minority crowd hits a serious mass, its relations within the group as a whole can change qualitatively.

2.4 Women on Boards and Financial Performance

Gender Diversity on Boards of Directors and in Firms Financial Performance in a European Emerging Market," this study intends to evaluate the impact of gender diversity on corporate boards and firm financial performance in a European emerging market. A sample of Romanian businesses was employed in the study. (Bucharest Stock Exchange) This study, which took place between 2012 and 2016, verifies prior concerns about the endogeneity of gender diversity variables in company performance regression analysis and shows that diversity has no significant impact on firm financial performance on average. The study's findings revealed a There is a substantial association between profit corporations and those listed on the Standard tier. Because losses can be regarded as a distorting element, the Standard tier was created The data could be construed to show that tiny businesses are the least well-governed on the market that increasing gender diversity in boardrooms

benefits Romanian listed companies, which could complement their rather poor corporatization. Furthermore, the study found that policies aiming at expanding gender diversity on corporate boards are financially viable and even helpful for the vast majority of publicly traded firms, successfully balancing the social and economic aspects of sustainable growth. (Ionascu *et al* 2018).

The business experienced executives have worked as directors of other big companies in comparable marketplaces and can provide a variety of perspectives and connections. According to previous research, stronger corporate governance can be accomplished by increasing director diversity in terms of expertise and perspective. So, increasing the number of female directors could reduce difficulties in reaching objectives, increasing the effectiveness of team decision-making, and improving performance (Wang, 2020).

“Board gender diversity and corporate financial performance: evidence from corporate 40” the The goal of this research is to find out more about into the effects of board gender variety on company financial success, along with women's perceptions of gender-balanced boards' attributes and roles. The research focuses on corporate 40 constituents and spans the years 2008 to 2012. The ratio of women on business boards and women's opinions are both regarded as important factors in determining what motivates corporations to implement gender diversity. The research questions are answered via quantitative analysis and a questionnaire survey. To profit on sales, organizations with a larger number of females on their board of directors perform better than others with a lesser percentage, according to this study. Improved board gender variety leads to greater business governance along with enlarged corporate value, according to the questionnaire poll. Women also believe that gender diversity on boards improves performance, that there are impediments to becoming a board member, and that regulation is necessary to shift the sexual category landscape. Females don't priorities existence on board of directors among their top three career goals, implying that, though they are happy with the concept of being selected to a firm board of directors, they may have other career goals in mind (Bianchi and Iatridis 2014).

“Women's participation in Business Company and development Promotion Culture” The goal of this research is to look at a certain aspect of the female in management and how they might work together to establish and promote environmental culture. This study's theoretical framework is based on the ideas and beliefs of women who have participated in the formation and promotion of environmental culture and have seen beneficial results. Women are the primary conduits for the transfer of culture to future generations in the environment. The majority of beliefs regarding women's role in environmental protection revolve around family education and simple tasks, even though women's environmental management skills are so clear. On the foundation of the official papers, the research was examined using descriptive techniques and data worth. The findings of this research imply that females have at all times been linked to the environment and that they benefit straight or indirectly from this relationship. Women may solve environmental issues by utilizing their inherent qualities, as well as their abilities and managerial capabilities, to work outside of the home and defend the environment and their rights (Koohi, *et al* 2014).

We show that there is a link between women's financial professional success and their gender in the workplace. Reguera-Alvarado et al. (2017) investigated the above positive link and discovered that gender law has a favorable effect on gender diversity on boards. We show that women's financial professional success is linked to their gender in the workplace. Gender law has a good effect on gender diversity on boards, according to Reguera-Alvarado et al. (2017), who researched the above positive link. When this criterion is used, the data demonstrate that there is no correlation between gender heterogeneity on boards and financial success for the first time. Second, we discover that gender diversity in management boardrooms, as assessed by the number of women on the board and the Bale and Shannon Index, has a favorable influence on the company's value. Accordingly, the Because expanding the number of women in management positions does not contradict with shareholders' interests, Spanish investors should applaud any move that increases the participation of women in the workplace. Financial performance of board members. ThirdlyThe "Equality Act" is a mandatory law, but non-

compliance carries no punishment, therefore the law is not respected by businesses, and so the 40% is not respected. As a result, the law is upheld. Due to the fact that it is not sanctioned, it takes longer to look at it. Fourth, this handbook offers some support for policy efforts based on quotas.. Existing, illegal but real discrimination can be reduced and removed through many active gender equality policies. The findings of this study are a powerful "business case" for promoting gender diversity on company boards of directors.

To summarize, we argue that regulators should encourage the participation of women in high positions in businesses where it benefits financial as well as financial and non-financial interests Even if a higher percentage of women in management positions has no financial impact on each firm, regulations should require an increase in the presence of women for ethical grounds, as long as the increased number of women does not negatively impact the company's performance It may be useful to complement the quota-based policy with educational policies to improve training for women and initiatives to achieve work-life balance. For policy makers, implementing affirmative action actions in favor of women not only provides solutions to some manifestations of the past but also has environmental and social benefits through improved Corporate Social Responsibility performance. The failure to show Spanish The benefits of having more women on boards are frequently cited as a rationale for firms' lack of interest in obtaining more equal representation on their boards, and this study gives compelling proof that should be required.

Inspiring the business community to see the benefits of electing women to boards of directors. Our findings support a more proactive quota-based policy in Spain, and this issue is especially timely given that Spain's newly elected left-wing administration has committed to revise gender quota legislation to include a rigorous regulatory approach or at the very least a regulatory approach..(Martíne,2019)

2.5 Women holding a professional certificate

Graduates can find job of high relevance in the graduates' future career, according to research that looked at the desirability and feasibility of

establishing a professional accounting firm run by women in Al Ain, United Arab Emirates. During responses to the proposal of a women-only accounting firm that would reduce post-graduation unemployment, work as a junior auditor and offer long-term employment to some female graduates after they become professionally competent in accounting for female graduates who want to pursue professional accounting training during their studies Work as a junior auditor and give long-term employment to some female graduates who have completed their accounting education (Khalifa,2018). The findings back up many of the theories raised in the literature while also introducing some new ones. Accounting students were drawn to the model firm, but many were unaware of the significance of training for a successful accounting profession. Stakeholders with extensive experience in accounting and other professional fields stressed the significance of obtaining it as a training position, studying and gaining professional experience (KhaGender Despite the fact that “Diversity and Board Performance: Women's Experiences and Perspectives” the significant development that organizations have achieved in increasing the existence of female on board of director over the last 20 years, they still hold a minority of board seats. They investigate the link between gender and corporate governance in the boardroom. work, based on qualitative research including 30 concerns with female executives in UK, USA, and also Ghana. The data show that having a small number of females on a board has no bearing on the board's performance. However, the chairperson's position is critical in driving the transformation in terms of hiring and evaluating candidates, as well as their commitment to the board of directors, while keeping variety and governance into consideration. Their research also illuminates the various reasons why female directors seem to be rejecting the discussion of sexual category quotas (Kakabadse *et al.* 2015).

Of course, for sure. Their skills can vary for their tenure, so that male lawyers become better able to handle uncertainty. But such a difference in skills would in itself likely result from the differential assignment of companies to clients and work tasks to men and women, rather than being innate Professional certification develops the critical foundation skills needed to operate in a variety of industries. It enables the holder to comprehend how corporate

transactions are formed to meet client needs, as well as decision-making processes. It is necessary for professionals in corporate finance and related fields who must show a thorough understanding of both the regulatory and technological aspects of corporate management to add value. Women will make a difference if they have one or more certificates. (Gorman,2006).

2.6 Women educational level

This page discusses the professionals that make up the company's ruling elite and provides further information about gender formation in such executive teams in Sweden, with a connection to data from individual-level records, and offers a unique opportunity to research formation. This limited group of employees' gender facilitates their access to higher-paying jobs in multinational corporations. (Bihagen, et, al 2017).

Using the information We examine the extent to which variations in educational attainment, not just in terms of amount of education, but also in terms of higher education and the university you attended, account for the gender gap in higher-paying positions. We can also achieve this by forming cohorts shine a light on the generation his type of company requires a high level of education from women and for degrees such as masters and doctorate, companies in the management sector differ in their requirements to stimulate the levels of education required to employ women, an article on that. Small businesses are satisfied with women's secondary education, while large and medium enterprises rely on mass and higher education this article concludes shows that the degree of education that women receive varies according to the type of company, its size, and the specialization of its work when applying for these jobs. And wages are affected by the level of education for women (Bihagen, et, al 2017). The educational level of female business owners is as high as that of men, it can be concluded that female business owners are more different from Men in terms of individual-level factors such as education and professional experience (Brush, 1992). Education diversity can be described as the variety of task-related abilities, experience, and capabilities that team affiliates own as the occupation because of their educational background (Dahlin et, al. 2005). Upper echelon theory implies that the demographic profiles of top managers or board of directors (BODs) and organizational

decision-makers have a major impact on a corporation's success, according to Carsen et al. (2004). It's worth noting that one of the demographics features of the board is educational background (Jung & Ejerme 2014).

CHAPTER 3

THEORETICAL FRAMEWORK AND HYPOTHESES DEVELOPMENT:

The role of women is important in the business environment, as they are an effective element in the first place because they possess qualifications, high levels of education, and exceptional abilities. Women effectively affect administrative institutions and companies. This chapter links the dependent and independent variables in a more detailed manner, based on joint studies of scholars who have conducted similar research for the same variables.

3.1 The Relationship between women on board and business company:

The purpose of this study is to evaluate the interaction between a firm and women on its board of directors, as well as the role of female members of the board as driving factors for the social community of responsible businesses. The ethics of the caring approach, which emphasizes feminine personality traits (that is, a woman's predisposition to be cooperative, democratic, and inclusive), served as the foundation for this partnership., and group-oriented) explaining Why are women more prone to look after others? To put this theory to the test, I evaluated the multiplier of a publicly-traded company in the United States.

The key topics covered in the social degree account are primarily related to business and the law, which establishes the rules and criteria that corporations must adhere to regardless of the gender composition of their board of directors. Meanwhile, the majority of the primary issues used to compute the environmental score are uncontrolled and refer to volunteers more than anything else.. For future studies that help clarify and clarify CSR structures Monitoring and semantic measuring tools can extend our understanding of

Corporate Social Responsibility for the aspects that influence it and its efficacy, allowing us to improve our operations. It's crucial, for example, to have a better understanding of what a file is. The file is about the government's part the effectiveness of regulations. Cross-country studies consist of large and diverse studies (Pereira, 2017).

Finally, it is necessary to come to terms with the fact that it is inherent Even if we now know that female leadership styles are more valuable, it is in our societal construction to assume that when it comes to leadership style, masculine attributes are more relevant and effective. in the implementation of long-term solutions This says that we should all go through the four stages of ethical care, becoming more conscious of our actions, accepting our obligations, and accepting the significance of our actions. and business firms (Pereira, 2017).

There is a relationship between the business companies and WOMBOD, and here it shows the importance of WOMBOD, which is an important part of corporate governance and senior leadership. Although the day-to-day decisions are made by the executives, the board of directors holds them accountable and is required to inform them. The board in turn is accountable to the shareholders and must ensure that the company generates value for them. The Board of Directors, in cooperation with senior management, determines the overall strategy of the company. From a legal standpoint, the board of directors must issue regulations and establish oversight committees to ensure that all laws are followed and shareholder interests are preserved (Doldor et al. 2012)

Companies all across the world are being pushed to improve female representation in their boardrooms. Given the statistics on female board presence in Europe, which averaged 23% in 2017 (Deloitte, 2017), efforts to construct boards that mirror our society should not be surprising. Various legal mechanisms have been implemented in various countries to boost the number of female directors on company boards. These legislations range from advice and voluntary actions to revisions to a company's activities with possible consequences if non-compliance is not met. Supranational authorities such as the European Commission and the European Parliament have made

recommendations to largely major publicly traded firms to close the gender gap and boost the number of female directors.

The BOD, as per the resource dependency theory, is a significant instrument for allotting outer assets and keeping up links with other organizations. According to this strategy, board directors fulfill their obligations and obligations more efficiently when they give picture, skill, foundation, notoriety, capacities, as well as outside connections with other firms. As a result, the social and human resources of a board of directors may have a constructive outcome on essential business choices like supporting Corporate Social Responsibility disclosure (e.g., Wang and Dewhirst, 1992; Pechersky, 2016). Moreover, since Playing boards is an option a large advisory function (Dass *et al.*, 2014) and also because every board member brings his or her professional background and skills, the two kinds of capital (social and human) on boards give other pertinent advantages to enterprises.

H1: Women on Board has positive impact on a Business company

3.2 The Relationship between women on board executive and business company:

A business relationship between a business and women on executive boards, corporate boards come in a variety of shapes and sizes, but the most common are listed here. When an organization has a single board of directors that comprises both there are executive and non-executive directors. said to have single board of directors.it is known as a monolithic system. Many The United States, Canada, the United Kingdom, and Australia are only a few examples, use this system. However, most European companies use a two-tier system, which consists of a higher board of corporate executives and a supervisory board of non-executive directors (about 38 percent). Norway, Germany, and Austria, for example, have made the two-tier system mandatory. Some countries, such as Sweden and France, have a mixed third system, which is similar to the two-tier system but allows select executives to serve on the supervisory board as well. Despite the coordination, each board has a chairperson who can act as the de facto leader of the board. Additional committees, such as the pay committee, nominating committee, or audit committee, may be formed., are needed in some countries for the main board

of directors, so the presence of women in companies who play executive roles helps influence boards according to the type of system followed in different countries (Doldor et al. al. 2012).

It should be noted that companies that are interested in choosing women on their boards of directors executive of directors to enhance the value of their company. As a result, legally binding restrictions on board selection decisions may result in value losses (Demsetz and Lehn, 1985). Ahern and Dittmar's research (2012) supports this view.

Diversity is often seen as a 'double-edged sword' (Hambrick et al. 1996), i.e. diversity increases women's chances of getting executive work which increases corporate productivity, and henceforth there is a lot of debate about homogeneity versus heterogeneity (diversity).) in writing diversity, with different reasons for and against diversity on the board. The main contention in favor of diversity is that it provides a more comprehensive overview and allows organizations to engage in in-depth discussions and produce new options when making a decision (Watson et al. 1998). This can be achieved because different colleagues see issues from different perspectives, and these perspectives are addressed, resulting in a wide range of solutions and implications for each choice considered (Robinson and Dechant, 1997). The resulting set of options provided by a more diverse set of viewpoints presents greater opportunities for achieving better alternatives (Hellman 2015).

In addition, new female directors are much more probable than their male partners to have served on the boards of smaller firms, but are much less likely to have served as Executive Director. The concept of human capital has been expanded in several significant ways. Westphal and Milton (2000), for instance, investigate the impact of a director's previous experience over his or her capacity to prevent out-group biases and exercise influence on the board, which revealed that women are substantially less likely than males to have concentrated director experience and exercise influence in the majority. Human capital is described as a vital resource for the firm by Shrader, Blackburn, and Iles (1997), who use resource-based theories of competitive edge to describe it as a major resource for the organization, bringing a variety of views that assist collaborative problem-solving. Characteristics of Status

The status characteristics theory discusses how low-status groups have higher standards of competence than high-status group members. As a result, a woman must offer more proof than her male partner to be viewed as having the high ability (Biernat and Kobrynowicz, 1997). Hillman, Cannella, and Harris (2002) conclude that WOMBOD are much more apt to provide an advanced degree over their male counterparts when this idea is considered alongside women's conventional "outsider" status. Self-Schema of Gender. Self-schema is a psychological construct of one's self-based on a variety of factors, the most prevalent of which is Gender self-schemas are self-concepts that are based on a person's gender. formed in childhood and serve as the conceptual model for processing information. Male gender is typically centered on roles, conventions, values, and beliefs associated with men, such as income generator, domination, aggression, accomplishment, (Konrad, Ritchie, Lieb and Corrigall, 2000).

H2: woman on the abroad executive has positive Impact on Business Company woman on the abroad executive

3.3 The is a relationship between women financial experience and business company

It is a study of the link between the number of women in corporate positions and the number of women in the workforce roles and the financial performance of a corporation over time context of Colombian growth. To investigate the stated assumptions, we apply On a sample of 54 Colombian public officials, panel data models were used. enterprises from 2008 to 2015 Overall, The evidence is consistent with earlier research highlighted the positive Women in corporate governance positions are associated with company performance (Moreno, 2018)

The evidence for a relationship between the two is inconclusive WCP participation as well as company profitability. Among them are private Colombian companies in our sample, less than 10 percent of the board Women make up the majority of directors. This is a similar issue to the situation 13 percent in the United States, 11 percent in Canada, and 7 percent in Brazil

(5.4 percent). In The proportion of female board members varies. European countries. from 10 to 30 percent although only 12 percent of Colombian companies. There is a female in our sample. Executive Director, This proportion is higher than that of the French (3.63%) and the Norwegians (3.63%). (4) companies in cent) Despite having an education equivalent to or higher than that of Women continue to be underrepresented in the workforce compared to their male colleagues. positions in corporate governance The association between women's representation in positions and firm performance differs depending on whether the department is financial or non-financial. Fiscal boards are less gender diverse (6 percent are female managers in financial offices compared to 12 percent in non-financial offices). In addition, the results showed a larger female presence as Executive Director in non-financial offices (15 percent) than in financial offices (8 percent). Despite the fact that the findings point to a favorable contribution to the company's performance of women (Moreno, 2018)

If women have different tastes than males, then Be a man. it Origins can be biological, social, cultural, or economic. - women's Political clout has the potential to make a difference. influence macroeconomic outcomes as a result of qualitative policy changes or family decisions. This paper adds to the body of knowledge. the Literature on the subject is still in its infancy. impact of Political and economic empowerment of women impact on macroeconomic outcomes by estimating the impact of women's suffrage affects Switzerland's government budget shortfalls and, eventually, public debt levels. Regression a panel study of the effect of privilege on the canton budget deficit shows that giving Swiss women the right to vote is linked to reducing the budget deficit after a delay of nearly a decade. While the temporal impact of polling on deficiencies may be specific to the Swiss context, it has a broader impact. It is proposed that giving women more economic and political power might have a positive impact alter not macroeconomic outcomes only because greater participation of Women boost the amount of labor or talent available. available in because of the economy, but partly because women make different financial decisions than males. than men, while the dataset we used does not allow us to select a file theoretical considerations to suggest that there is a slight gender

gap underlying the findings that candidates for basic gender differences can, in the first step, look for Differences in benevolence, prudence, and/or patience are among them. The question of what motivates Swiss women is left unanswered. impact on the budget deficit for future jobs (Krogstrup,2011).

Women's financial advice and roles in financial services. Research has focused on whether or not women's risk aversion is still present exists once money, education, and other considerations are taken into account family circumstances are taken into consideration, but the So far, the outcomes are inconclusive. ; However, There is some evidence that women lose less money and have fewer financial problems. show less disposition when trading securities in the The stock exchange. These people avoid taking risks for a variety of reasons, including risk aversion and other issues. findings matter to the The stock exchange. These people avoid taking for a variety of reasons, including risk aversion, people take risks and other issues.

As evidence before the Treasury Committee, one witness noted that these are “gender stereotypes, less popular than the assignment of financial behavior to a basic model of differences between men and women.” The claim made in the aftermath of the 2007 financial meltdown that the Lehman Sisters performed better than the Lehman Brothers because the sisters would have been more careful and wise and the description of women as “great representatives of the virtue of Divine Providence” can be connected. In both cases, women’s financial behavior is forcibly categorized into a category: but this separation is still necessary to understand it in the context of economic and social relations which women continue to work through (Maltby2016) *sociology of finance*. Women with professional experience have an impact on increasing income inequality in almost every country on the planet The income distribution away from the top labor in favor of capital indicates a growing class division. Access to decent work has diminished, as more women and men work in the informal economy.

The Sixth Global Survey on the Role of Women in Development was written at a time when the world was experiencing a global economic and financial crisis that affected both rich and underdeveloped countries. The crisis will compound

the hardships caused by the food and fuel crises of 2007-2008 in many countries in development. The resources available to developing countries to implement successful programs are limited. Initiatives to mitigate the crisis's cyclical effects. These crises are likely to have significant social, economic, and gender consequences, jeopardizing the accomplishment of internationally agreed development goals, including the Millennium Development Goals (United Nations, 2009)

H3: women financial experience has a positive impact on business company

3.4 The relationship between women holding a professional certificate and business company

There is a relationship between the business company and professional certificate, for example, the women's professional pharmaceutical fraternities warrant study as significant institutions in the history of American pharmacy.¹³⁰ Since their establishment nearly a century ago, with the founding of Lambda Kappa Sigma in 1913, they have played a markedly supportive role for thousands of members. From assistance in making a place inside the halls of academia to encouraging women to pursue vocations in arenas other than the traditionally female-centered world of school teaching, Lambda Kappa Sigma and Kappa Epsilon acted at the forefront of women's progress.¹³¹ They promoted great academic attainment and scholarship as both the goal and the norm for women., treated married and unmarried women alike as role models, presented paid employment as desirable and virtuous, and linked efficiency and leadership- both characteristics of professionalism- to the achievement of fraternity ideals.¹³² In exchange for loyalty and a pledge to always uphold their standards, the women's pro- professional pharmacy fraternities offered women in pharmacy solidarity, support, the overt mark of belonging in the form of a badge, and- most importantly- membership in and the backing of an organization that sought to take in only those whom its members considered the highest representatives of their profession (Shehata, 2010)

There is a relationship between women who have professional certificates and companies, which is represented in the job and investment opportunities

available in the local market, for example, in Riyadh, for graduates of fashion and textile design, and the detection of the obstacles they face while working and identifying the extent to which educational outcomes are compatible with the job opportunities available to female students in the market. This research follows the A descriptive-analytical technique was used, as well as a questionnaire for a purposeful, comprehensive sample of all bachelor's graduates, according to the current plan, at the Department of Fashion and Textile Design, Princess Nourah Bin Abdul Rahman University, in Riyadh, for the year (1435/1436), and female graduates of (1436/1437). It was found that the members of the research group see the compatibility of educational outputs with job and investment opportunities in the labor market at a (high) degree in general, that is, this helps women to be able to obtain professional certificates before graduating, thus their long-term impact on companies, and it was found that there are some educational outputs The arithmetic average of the responses of the study sample members of investors and company officials about the level of general satisfaction with the performance of female graduates reached a medium degree. In the administrative field in companies (Al-Ghamdi, 2018). The impact On the US labor market, there are a variety of professional qualifications and licenses. In 2018, almost One of these affected 43 million people, or 16.9% of the population. degrees. Unemployment rates are lower and labor force participation rates are greater among those with a degree or license. The prevalence of these certifications among workers grew as a function of age and educational attainment.

Working Women were more likely to do so than men. Obtain a certificate or license than working men. Among races and ethnic groups, whites held these qualifications at the highest rate while Hispanics had the lowest rate of holding them. Licenses were issued the most common credential, owned 21.8 percent of the employees. The more licensed workers were They often work in legal professions or jobs related to health care or perhaps education. Workers, on the other hand, make up only 2.3 percent of the workforce. had degrees, and most worked in computer, sports, and managerial jobs. In addition, the vast Those who have a certificate or license make up the majority of the workforce indicating their credentials were required for their jobs (Cunningham, 2019).

In general, the earnings of workers with degrees were about a third higher than those of those without such degrees. This percentage difference in income increases with age but decreases with educational grade. Additionally, workers who Those who stated that their credentials were needed for their jobs earned much more than those who stated that their credentials were optional. As one might imagine, these discrepancies in earnings vary substantially by occupation, emphasizing how important these credentials are to a worker's unique job (Cunningham, 2019).

Although the new CPS data gives an interesting look at the certification and licensing are common among American workers, it is severely constrained in some ways. The CPS may not be able to fully capture the complexities of professional license regulation, such as whether the file is subject to "property right" or "right of exercise" law, because it is a house survey. Probably the majority Because the sample size is tiny in most states and data is only available at the national level, this is particularly relevant. Professional licensing requirements were passed statewide a long time ago, and CPS data can be used in specified studies. Licensing issues could be limited. As a tool for studying changes in professional license and certification through time and at various stages, however,

H4: women holding professional certificate has positive Impact on Business company

3.5 The is a relationship between women educational level and business company

Human capital women in the business company. The function of a specific person's accumulated stock of instruction, capabilities, as well as expertise in developing intellectual & useful characteristics that help the individual as well as his company is examined through the theory of human capital (Baker, 1964). Women are usually in training and see less work than men, which is mirrored in the lower wages and opportunities for advancement (Tharenou, Latimer, and Conroy, 1994). Individuals must accumulate a large stock of human capital to qualify for boards of directors (Kesner, 1988), and managers bring outstanding human capital to the board of directors (Kesner, 1988). according to the results described in the preceding paragraph, it is found that

board educational diversity is not closely related to company performance, although the result shows a negative correlation as expected and assumed before. Again, the result also shows a non-significant Even after controlling for the impacts of the controlling factors, such as company size and industry, there is a link between education diversity and business success.

A Findings are comparable to those found in the study that was conducted when they discovered there was there is no conclusive evidence of a link between the education of board members (Executive Director) and company performance. The end product is of their study showed that the leadership of the executive director with a graduate degree in business administration from the top 20 companies schools was able to perform better nonetheless, the end outcome is poor and may not be statistically significant. In conclusion, the results show that the educational background of the board members does not play a significant part in the decision-making process the performance of the company in both returns Return on assets and return on equity are two terms that are often used interchangeably. In other words, return return on equity and return on assets of firms may be affected by other characteristics of boar of director or substantially than by other causes those of such as BOD as beta coefficient.

Earnings price, dividend, and per share -to-earnings ratio which is exposed to the marketplace fluctuations and thus affects the return on equity of companies, on the contrary, indicates that three elements have an impact the return on equity, namely, efficient use of assets and Financial leverage and relative operating profitability In terms of the overall conclusion, this study shows that board education homogeneity is beneficial better compared to heterogeneity concerning company performance (Adnan,2016) Gatekeepers, women do not receive the same organizational benefits as men, including learning, support, advancement, and remuneration (Oakley, 2000). Women do not have sufficient human capital for board roles, according to a frequent view among board selectors (Burke, 2000). In their study of many aspects of the human capital of the future managers of FTSE3 100 institutions in the United Kingdom, Singh, Terjesen, and Vincombe (2008) refute this misconception, Women are more likely to have an MBA and international experience,

according to the study.. Quality education depends on the requirements of the company, meaning that the higher the educational certificate of the woman, the greater her impact on the company, which increases its effectiveness, which is reflected positively on the company, which increases its chances of obtaining the highest revenues.

Mandatory board gender quotas proponents argue that boards must reflect society and consequently balance both genders equally and this affects the relationship between business women and women's educational level. The "glass ceiling" is a term used to describe the significant underrepresentation of women in higher positions (Arfken, *et al.* 2004). Many proponents of quotas believe that compelling firms to promote women to higher positions is the only way to finally break the glass ceiling. Even though the media and academia have become more interested in board diversity in recent years, the economic effects of increased female participation on boards are yet unknown (Sila *et al.*, 2016).

Scholars in the discipline have noted that, for instance, a more gender-diverse board may boost the firm's image, which has a favorable effect on shareholder value (Smith, *et al.*, 2006). Quotas may also increase business performance by providing corporations with a larger talent pool and individuals with a wider range of qualifications on which to fulfill board director positions (Smith *et al.*, 2006). Ferreira (2015) also suggests, though this is not established, that more gender-balanced boards at upper management director levels may encourage younger women to seek degrees in traditionally male-dominated fields like finance

H5: women Educational level has a Positive Impact on Business company

3.6 Conceptual Model

Given the ideas reviewed, it is worth noting that there is a relationship that exists between the business companies, women abroad, women on the abroad executive, women's financial experience, women holding a professional certificate, and women's educational level. Hence, this can be illustrated using the following conceptual framework:

Figure 1: Research Conceptual Model

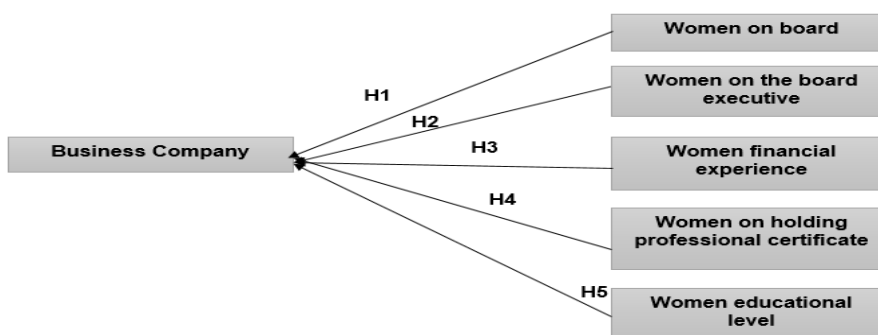


Table 1: variables and references

Variable	Reference
Women on board	(kutum,2015)
Women on board executive	(Robinsonn and Dechant,1997)
Women financial experience	(Kutum,2015)
Women holding profesional certificate	(Adnan,2016)

CHAPTER 4

RESEARCH METHODOLOGY

METHODOLOGY

This study will use the descriptive method. It is designed to include defining what happens to the extent that a particular variable is concerned. The data will be collected and examined to obtain the purpose of the research.

This chapter presents the sample and population, data collection method, data analysis method, model specifications, and description of variables.

4.1 Research Design

This research will use the descriptive method; which is designed to include establishing what is happening to the extent that a certain variable is concerned. The data will be collected and examined in pursuance of acquiring the purpose of the research. This chapter presents the sample and population, the method of data collection, method of data analyzing, model specification, and description of the variables.

4.2 Sampling and Sample Technique

The population of the research contains all listed firms on the Palestine Exchange (PEX) which is 109 firms, while the sample of the study consist of (13) Industrial firms listed on PEX the number of women and man in these firms were 130, also the number of women in these firms were 65 for which all needed data are available for the period 2016-2020. The data will be collected for the firms whose financial reports are available for the whole study period. Judgmental or Purposive sampling is used to pick companies. the method was

implemented by creating objectives and goals that were compatible, as well as making the study objectively effective.

4.3 Method of Data Collection

This study aims to inspect the role of women in Business companies. So, needed data will be collected from the financial statements of the selected firms registered on the Palestine Exchange for the period 2016-2020. Financial statements and other data needed are collected from the website of the Palestine exchange website. Over the unstable one, panel data containing both cross-sectional and time-series data were chosen, so a time limit of five years from 2016-2020 was specified as a sample for the study by 13 chosen firms listed as industrial corporations.

4.4 Method of Data Analysis

This study objective is to investigate the role of women in the workplace companies for Industrial corporations registered on the Palestine Exchange for the period 2016-2020. To reach the study objectives. Excel will be used to compute variables and then used SPSS to apply these statistical techniques: descriptive statistics which are divided into central tendency measurements and variation measurements, or spread. To provide a simple outline of the study and the steps to help individuals comprehend the significance of the analyzed results Correlation analysis has been performed used to compute the strength of the relationship among the two variables and the relationship direction; after ensuring the eligibility of data to be tested by using regression analysis, it will be used to comprehend the relationship among the independent variables (Women role) and the dependent variable (business company) and to explore the forms of these relationships.

Table (2) Pearson correlation coefficients for the factor analysis

	BC	WOMBOD	WOMBEX	WOMEXP	WOMCERT	WOMEDU
BC	1					
WOMBOD	.789**	1				
WOMBEX	-.224**	-.127**	1			
WOMEXP	.668**	.720**	.032**	1		
WOMCERT	.870**	.160**	.169**	.134**	1	
WOMEDU	-.543**	-.597**	.340**	-.526**	-.026**	1

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

Table 2 illustrates the correlation relationship between variables WOMBOD, WOMBEX, WOMEXP, WOMCERT and WOMEDU. The analysis of correlation in SPSS indicates the direction of the linear relationship, strength amongst the three variables of the thesis model. From table (3) stipulated that correlation analysis of .010 – 0.29 shows a weak correlation relationship between variables, then 0.30 – 0.49 shows medium correlation whilst 0.50 – 1.0 shows the strongest correlation relationship between the variables. The table above shows two variables with a strong correlation between BC and WOMCERT with 0.870, the smallest correlation is between BC and WOMBEX with -0.224 which is also regarded as a weak correlation relationship. The relation between BC and WOMBOD is a positive effect and also the relation between BC and WOMEXP is positive effect because the correlation number is more than 0.50.

Correlation between variables as shown in Table (2) below:

- There was a significant positive relationship between women in the boards of directors and business companies at a significant level of 0.01 (accepted).

- There was a significant negative relationship between women in executive and business companies at a significant level of 0.01 (rejected).
- There was a significant positive relationship was found between the experience of women and business company companies at a significant level of 10.01(accepted).
- There was a significant positive relationship was found between the have held professional certificates of women and business company companies at a significant level of 0.01 (accepted).
- There was a significant negative relationship was found between the educational level and business company companies at a significant level of 0.01(accepted).

Table (3): correlation coefficients interpretation

Correlation coefficients	Interpretion
Between ± 0.8 to ± 1.0	High correlation
Between ± 0.6 to ± 0.79	Moderately high correlation
Between ± 0.4 to ± 0.59	Moderately correlation
Between ± 0.2 to ± 0.39	Low correlation
Between ± 0.1 to ± 0.19	Negligible correlation

CHAPTER 5

RESEARCH RESULT

As mentioned in chapter one, the primary the goal of the To do research examine the function of women in a business company. The objective of this chapter is to examine the collected data by appropriate statistical techniques and to test the research hypotheses. The descriptive statistic is provided in the table for the dependent and independent variables of the sample (5-1). Descriptive statistics include, for each variable, the least, extreme values, average, and standard deviance.

5.1 Descriptive statistics

Table (4) Descriptive Statistics for women on board

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
BC	65	.0000	.6153	.1242	.1897
WOMBOD	65	.0000	.4000	.0813	.1124
Valid N (list wise)	65				

- The minimum value of business companies as measured by the percentage of the items disclosed to the company out of the total items studied in the industrial sector in the Palestine Exchange for the period (2016-2020) is 0. This means that there are no items detected in one of the studied vocabularies. value while the maximum is (0.615) ie (61.5%). As can be seen, the average value is (0.1242) in the industrial sector with a standard deviation of (0.1897). This means that the firms disclosed, and a small amount of variance is

observed between the firms' observations as reflected in the standard deviation

As for the role of women in business companies, the minimum value of "Women on the Board" measured by the percentage of items disclosed to the company out of the total items studied in the industrial sector on the Palestine Exchange for the period (2016-2020) is 0. This means that no items were disclosed. It was revealed in one of the studied vocabularies. Comp, while the maximum is (0.4), is 4%. As can be seen, the mean value is (0.8133) in the industrial sector with a standard deviation of (0.1124). This means that the firms disclosed, and a small amount of variance is observed between the firms' observations as reflected in the departure from the mean

Table (5) Descriptive Statistics for women onboard executive

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
BC	65	.0000	.6153	.1242	.1897
WOMBEX	65	.0000	.4285	.1312	.1214
Valid N (listwise)	65				

The minimum value of women onboard executives as measured by the percentage of the items disclosed to the company out of the total items studied in the industrial sector in the Palestine Exchange for the period (2016-2020) is 0. This means that there are no items detected in one of the studied vocabularies. Comp while the maximum is (0.4285) As can be seen, the mean value is (0.1312) in the industrial sector with a standard deviation of (0.1214). This means that the firms disclosed, and a small amount of variance is observed between the firms' observations as reflected in the departure from the mean.

Table (6) Descriptive Statistics for women experience

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
BC	65	.0000	.6153	.1242	.1897
WOMEXP	65	0	2	.46	.639
Valid N (listwise)	65				

The minimum value of women experience measured by the proportion of women worked on experience board in the industrial sector in Palestine Exchange for the period (2016-2020) is 0. While the maximum is (2) is 2%. As seen, the mean value is 0.46 in the industrial sector with a standard deviation of 0.(0. 639) it is noted that there is a low deal of variations between the observations of companies as it is reflected in the departure from the mean of(0.1897).

Table (7) Descriptive Statistics for women holding a certificate

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
BC	65	.0000	.6153	.1242	.1897
WOMCERT	65	1	2	1.51	.504
Valid N (list wise)	65				

The minimum value of women holding certificates measured by the percentage of women holding professional certificate boards in the industrial sector in Palestine Exchange for the period (2016-2020) is 0. While the maximum is (.2) which is 2%. As seen, the mean value is (1.51) in the industrial sector with a standard deviation of. (0.504). However, it is noted that there is a low deal of variation between the observations of companies as it is reflected in the departure from the mean of (0.1897).

Table (8) Descriptive Statistics for women educational level

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
BC	65	.0000	.6153	.1242	.1897
WOMEDU	65	1	3	2.35	.818
Valid N (listwise)	65				

The minimum value of women's educational level measured by the percentage of women's educational level in the industrial sector in Palestine Exchange for the period (2016-2020) is 0. While the maximum is(3)which is 3%. As seen, the mean value is (2.35) in the industrial sector with a standard deviation of (0.818) This means that, However, it is noted that there is a low deal of

variations between the observations of companies as it is reflected in the standard deviation of(0.1897).

5.2 Multiple Regression Analysis

To achieve the study objectives by testing the research hypothesis, the linear multiple regression analysis will be used, the assumptions of the multiple regression analysis are to ensure that there is a low correlation among independent variables. Secondly, the multiple regression analysis requires homogeneity in the random Variation in error. So, It was discovered in this investigation that ascertained the data is free from problems and all the problems that were discovered were solved by examining the data and to guarantee that the data is accurate is ready in order to multiple regression analysis. In the following, each test will be separately mentioned and analyzed:

The The assumption in analysis of regression is that there is no multicollinearity. (Alzoubi and AITalafha, 2017), Multicollinearity exists when independent variables are correlated are strongly (but not perfectly) correlated to one another (or combinations of independent variables). With multicollinearity, even when the total regression is significant, the regression coefficients may not always be statistically significant separately.

5.3 Testing Hypothesis

5.3.1 The Relationship between women on board on the business company of Palestinian corporations for the period (2016-2020).

Table (9) Linear regression's model summary for the model summary for women on board

Model	R	R Square	Std. The error of the Estimate	R Square Change	Change Statistics			Sig. F Change
					F Change	df1	df2	
1	.789	0.622	.1881	0.622	2.080	1	63	.000

Table (10) Linear regression's Nova for women on board

ANOVA					
Model	Sum of Squares	df	Mean Square	F	Sig.

1	Regression	.074	1	.074	2.080	.000
	Residual	2.230	63	.035		
	Total	2.304	64			

a. Dependent Variable: BC

b. Predictors: (Constant), WOMBOD

Table (11) linear regression's coefficients

		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	.100	.029		3.452	.000
	WOMBOD	.302	.209	.789	1.442	.000

a. Dependent Variable: BC

Based on the regression analysis for the study model (see Table 5-6), this hypothesis is accepted at 1% level of significance (sig. =.000 , T= 1.442, B=0.302 ,F=2.080, R=0.789 R²=0.622). This shows a significant positive relationship among women on board and business companies measured by company disclosure items.

These outcomes suggest that the women onboard affect the business company for industrial companies listed in the Palestine Exchange for the period (2016-2020). So we will accept the first hypothesis "There is the impact of women on board on the business company of Palestinian corporations for the period (2016-2020)". Which against the study of Manita, *et al.*, (2017), and approved by the study of (Liao *et al.*, 2015)

The The number of WOMBOD is increasing. has a great impact on business companies, which is represented in that they are active members in decision-making. Women are more loyal to work and responsible, meaning that all of these factors present in women affect decision-making that has a strong impact on the board of directors, which is reflected on the company in increasing productivity or other repercussions.

5.3.2 The Relationship between women on the board of executive on the business company of Palestinian corporations for the period (2016-2020).

Table (12) Linear regressions for the model summary for women on the board of executive.

Model Summary									
Model	R	R Square	Adjusted R Square	Std. The error of the Estimate	R Square Change	Change Statistics			Sig. F Change
						F Change	df1	df2	
1	-.224 ^a	.050	.035	.1863	.050	3.328	1	63	.073

a. Predictors: (Constant), WOMBEX

Table (13) Linear regression's Anova for women on the board of executive.

Anova						
M1odel		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.116	1	.116	3.328	.073 ^b
	Residual	2.188	63	.035		
	Total	2.304	64			

a. Dependent Variable: BC

b. Predictors: (Constant), WOMBEX

Table (14) Linear regression's Coefficients for women on the board of executive.

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.170	.034		4.979	<.001
	WOMBEX	-.350	.192	-.224	-1.824	.073

a. Dependent Variable: BC

Based on the regression analysis for the study model (see Table 5-6), this hypothesis is rejected at 1% level of significance (sig. = .001, T= -1.824, B=-.350, F=3.328 R=-0.224, R²=.050, F=3.328). This demonstrates a significant negative relationship among women on board of executives and business companies measured by business disclosure items.

Women have a role in drawing up the In addition to overseeing the application of the personnel policy, the strategic plan for organizing work within the organization is also comprehensively overseen, forming a work team consisting of women, selecting and employing talent, providing all training they have the means and technology tools to aid them perform the responsibilities that have been allocated to them, and forming a work team consisting of women. In other words, the executive role of women in companies is considered an important and effective role

These results suggest that the WOMBOD of executives have an influence on the business company for industrial companies listed in the Palestine Exchange for the period (2016-2020). So we will accept the second hypothesis "There is the impact of women on board of executives on the business company of Palestinian corporations for the period (2016-2020)". The findings were approved by (Aye, 2018).

5.3.3 The Relationship between women's financial experience on the business company of Palestinian corporations for the period (2016-2020).

Table (15) Linear regressions for the model summary for women on the board of executive.

Model Summary									
Model	R	R Square	Adjusted R Square	Std. The error of the Estimate	R Square Change	Change Statistics			Sig. F Change
						F Change	df1	df2	
1	.668 ^a	.446	.446	.863	.446	3.328	1	63	.000

a. Predictors: (Constant), WOMEXP

Table (16) Linear regression's Anova for women experience

Anova						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	.372	1	.372	12.122	.0000
	Residual	1.932	63	.031		
	Total	2.304	64			

a. Dependent Variable: BC

b. Predictors: (Constant), WOMEXP

Table (17) Linear regression's Coefficients for women experience.

		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	.069	.027		2.577	.000
	WOMEXP	.119	.034	.668	3.482	.000

a. Dependent Variable: BC

Based on the regression analysis for the study model (see Table 5-6), this hypothesis is accepted at 1% level of significance (sig.=.000 ,T = 3.482,B =0.199 ,F=12.12 ,R=.668 ,R2=0.446). This indicates a significant positive relationship between women's financial experience and business company measured by business disclosure items. Exploiting the experiences and capabilities of women, whether in executive work, holding positions in companies, or participating in decision-making, all of these matters will be reflected in the effectiveness of the company's funds.

These results suggest that the women's financial experience has an impact on the business company for industrial companies listed in the Palestine Exchange for the period (2016-2020). So we will accept the third hypothesis "There is the impact of women financial experience on the business company of Palestinian corporations for the period (2016-2020)"

5.3.4 The Relationship between women holding professional certificates on the business company of Palestinian corporations for the period (2016-2020).

Table (18) Linear regression's model summary for women on the board holding certificate

Model Summary

R	R Square	R Square Change	Change Statistics			Sig. F Change
			F Change	df1	df2	
.870 ^a	0.756	1.74	.324	1	63	.0000

a. Predictors: (Constant), WOMCERT

Anova

Table (18) Linear regression's Anova for women on the board holding certificate

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.012	1	.012	.324	.000 ^b
	Residual	2.292	63	.036		
	Total	2.304	64			

Table (19) Linear regression's Coefficients for women on the board holding certificate

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.084	.075		1.112	.0000
	WOMCERT	.027	.047	.870	.570	.0000

a. Dependent Variable: BC

Based on the regression analysis for the study model (see Table 5-6), this hypothesis is accepted at a 1% level of significance (sig.=.000, T=.570, B=.027, F=.324, R=0.870, R²=0.756). This indicates a significant positive relationship among women holding a professional certificate and business

company measured by business disclosure items. The presence of women who held professional certificates has an impact on performance, because the years of experience and certificates that distinguish this type of woman from the rest of the members have a good impact on performance and productivity, and thus on the company. These results suggest that the women holding professional certificates have an impact on the business company for industrial companies listed in the Palestine Exchange for the period (2016-2020). So we will accept the third hypothesis "There is the impact of women holding professional certificate on the business company of Palestinian corporations for the period (2016-2020)" .

5.3.5: The Relationship between women's educational level on the business company of Palestinian corporations for the period (2016-2020).

Table (20) Linear regression's model summary for women educational level

Model	R	R Square	Std. The error of the Estimate	R Square Change	Change Statistics			Sig. F Change
					F Change	df1	df2	
1	-.543 ^a	.295	.1707	.295	16.010	1	63	.000

Table (21) Linear regression's Anova for women educational level

ANOVA						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	.467	1	.467	16.010	.000 ^b
	Residual	1.837	63	.029		
	Total	2.304	64			

a. Dependent Variable: BC

b. Predictors: (Constant), WOMEDU

Table (22) Linear regression's coefficients for women educational level

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.370	.065		5.696	.000

WOMEDU	.104	.026	-.543-	-4.001-	.0.000
--------	------	------	--------	---------	--------

a. Dependent Variable: BC

Based on the regression analysis for the study model (see Table 5-6), this hypothesis is accepted at a 1% level of significance (sig.=.000, T =4.001. B=0.370, F=16.10, R=-0.543-, R2=0.295). This indicates a significant negative relationship between women's educational level and business company measured by business disclosure items. The degree of education that a woman obtains has a significant impact on allowing her to take up higher administrative positions, whether it is postgraduate studies, a bachelor's degree, or a doctorate, or there is also a significant difference in the abilities of women who have a scientific qualification and who do it. He should not have a scientific degree that reflects their scientific level in the company These results suggest that the women's educational level has an impact on the business company for industrial companies listed in the Palestine Exchange for the period (2016-2020). So we will accept the third hypothesis "There is the impact of women educational level on the business company of Palestinian corporations for the period (2016-2020)"

Table (23): summary of hypotheses testing

HYPOTHESIS	ITEM	RESULT TEST
hypotheses (1)	Women on Board positive impact on the Business company	Accepted
hypotheses (2)	woman on the abroad executive has negative Impact on Business Company woman on the abroad executive	Rejected
Hypotheses(3)	women financial experience has a Positive Impact on a business company	Accepted
Hypotheses(4)	women holding professional certificate has positive Impact on Business company	Accepted
Hypotheses(5)	women Educational level has negative Impact Business company	Accepted

CHAPTER 6

DISCUSSION AND CONCLUSIONS:

6.1 Summary

- These outcomes suggest that the women on BOD affect a business company for industrial companies listed in the Palestine Exchange for the period (2016-2020).
- These results suggest that the WOMOB of executives have an influence on the business company for industrial companies listed in the Palestine Exchange for the period (2016-2020).
- These results suggest that the women's financial experience has an impact on the business company for industrial companies listed in the Palestine Exchange for the period (2016-2020).
- The dependent variables women holding professional certificates and women's educational level are removed from the regression because of the multicollinearity problem and the nature of the data related to women holding professional certificates variable.

6.2 Discussion

This The goal of this research is to learn more about role of women in the trading company.

The This study's findings revealed the significance of expanding the number of female directors in businesses The majority of lecture reviews agree that board diversity is beneficial since it adds a diverse set of skills and

backgrounds to the table, making them more successful. They are concerned, however, that making women mandatory in businesses will be tough. However, research shows that quotas should not conflict with systems of competence and merit. (Forstenlechner et al., 2012; Tatli, et al., 2012). The organizations in the study sample It's possible that this is due to the prevalent discourses of resistance to complete inclusion of women on boards of directors, which are practiced not only by males but also by women who succeed in a male-dominated environment. The data also indicate the significance of CEOs in encouraging women to join boards as a means of hiring and evaluating their commitment. The role of female directors allows choosing the board of directors where they feel they can gain the support of the executives and add value. Gender plays a huge impact not just in our personal lives, but also in our workplaces in which we work. Human beings are classified as male or female, masculine or feminine, masculine or feminine, masculine or feminine, masculine or feminine, masculin characteristics that influence how we define our work. Gender in management affects how a business succeeds and fails, and it must be taken into account because management styles differ. This understanding is important In the case of the topic Gender in management is the study of how men and women manage and lead in various ways due to differences in their socialization patterns. The managers should adjust the business firm within the organization to avoid problems when they join the organization. Personal attitudes or perceptions, behavior, and structures must change to achieve the desired results. The attitudes and perceptions of female and male managers differ primarily due to stereotypes and feelings, which must be eliminated to avoid conflicts with subordinates. (Linstead and colleagues, 2004) Alimo-Metcalfe (1995) re-emphasizes gender purpose and stereotypes, claiming that male-female communication, personal abilities, work styles, and other personality traits differ, making gender more likely to adopt different leadership styles. According to the results issued, There is a favorable association between the two of them n women in the boards of directors and business companies, as is the case with the rest of the changes. There is a negative relationship between the executive role of women and business companies, meaning that the field must be opened more to take women and assume positions with an

executive role, especially since the State of Palestine is considered a developing country, meaning that the percentage of faith in the ability of women is low due to the culture of Arab society that prefers men to obtain executive positions in a way Bigger, meaning that diversity in obtaining these roles allows women to obtain more experience from women with executive roles, and there is a positive relationship between women with financial experience and business companies, meaning that women obtaining a certificate with financial experience enables them to enter the atmosphere of the company quickly Without the need to adapt to the new situation of the company, which is reflected on the financial situation of the company through increasing profits, efficiency, and others. There is also a positive relationship between women who have professional and business holding companies. It is good for women to obtain professional certificates before entering the labor market, by taking advantage of the period Pre working in the labor market, such as obtaining it through training courses during study, and there is also a negative relationship between the educational level of women and commercial companies And work must be done to focus on this variable because the educational level has a major role in influencing the company and the labor market, and one of the problems that are represented here is, for example, the culture of society in not allowing women to skip a certain stage of education, for example, their sufficiency in the bachelor's stage and based on these relationships, It was proposed to increase the participation of women in the board of directors, because this affects the decision making and thus the large role that women play in the board of directors, whether in making decisions or in participating as an active member, we automatically reflect the company's outputs and increase their number, As for the variable of the executive role of women, that is, their active role in carrying out executive work, based on the advantages that women enjoy in carrying out these executive roles in companies, that is, women are not restricted in certain jobs. I also recommend that women obtain financial experience, which is reflected in increasing the profits of this company, raising productivity, and raising the company revenues. In the special variable in professional certificates, he suggested opening opportunities for women to obtain training that would enable them to obtain these certificates, whether they are unemployed or at the school stage.

You do not need to spend time on the training process I suggest focusing on women obtaining certificates, whether professional or scientific (bachelor, master, and Ph.D.), that is, by breaking the stereotyped image of the culture of the society in obtaining a certain stage of education and not providing them with the opportunity in the future, and that the process of opening opportunities for women to educate increases the background The educational background that will be reflected in the future in a positive form, in the sense that the educational background of the woman helps her to understand the contents required in the company, that is, the educational background and the academic degree, higher, this degree can be reflected on the woman, and thus an increase in the positive impact on the company.

6.3 Policies Recommendations

The following available recommendations for this study have been presented based on the research results:

1. The research recommends using numerous characteristics for women in corporations that have not been taken into consideration in this study.
2. The research suggests that variables similar to those in this study be used, and then it would be easier to perform the same study in another field, such as banks and services.
3. To assess the impact of each of these categories on the company's results, the study suggests identifying more categories for government officials.
4. The study recommends that the researcher use another business company index that takes into account other features.
5. The study recommends that strong and valid conclusions and justifications should be presented using both quantitative and qualitative business company data.
6. The study recommended the necessity of paying attention to the educational degree variable because the degree of education has a positive impact on the company and thus on society and the labor market.
7. The study recommended the necessity of increasing women's professional experience and the percentage of women obtaining professional

certificates, thus opening the way for women to engage in the administrative work environment and thus obtain administrative positions.

8. The study recommended the need to pay attention to Increasing the number of female board members.

6.4 Conclusion:

The study's results are expected to have a real impact on the industrial company's policies. Stakeholders will use the results of research to making decisions related to dealing with the company. This will benefit them in deciding about their investment in the company whether increasing, decreasing, and maintaining the same number of shares. Given industrial, the percentage of women on board does influence the business company significantly. But the study fails to show results for women holding certificates and women's educational level variables. In addition, the women's financial experience does influence the business company significantly. Also, the women on the board of executives do affect the business company at industrial corporations listed at Palestinian Exchange for the period of (2016-2020).

6.4.1 Women on board and women financial experience in business company :

We have mentioned here in the reference article (CUT, 2015) Change on evaluating the link between asset return and return on investment for board independence, board meetings, board dimensions, experience, the size of the company, and the year in which it was founded. WOMOD on evaluating the link between return on assets and return on investment for board independence, board of directors meetings, board size, experience, company size, and year. Institute. The research paper featured a look at the firms listed on the Palestine Stock Exchange, in addition a regression an examination of the data

The article was only able to find one association between six variables and firm success after researching them. This is seen in the company's return on assets Somewhere between the ages of foundation and the the year the company was founded.

As for literature review of a variable with economic companies, the results of the study showed through the collective regression analysis of the data

thinking there is a bright side to everything relationship between the number of WOMBOD and the business of companies. Additional analysis revealed the association of WOMBOD with the total female employees at the firm. The study also concluded within company's sample, WOMBOD may also help companies achieve gender equality goals at work (Modiba and Ngwakwe 2017).

According to the lecture review on variables of women with financial experience in corporate business, it is An examination of the link between the presence of women in corporate jobs and the financial performance of a firm in the context of Colombian growth. To investigate the stated assumptions, we apply On a sample of 54 Colombian public officials, panel data models were used enterprises from 2008 to 2015. Overall, the results are in line with expectations. earlier research t has highlighted the positive associations between the two(Moreno, 2018)

But this chapter is still necessary to understand it in the context of the economic and social relationships in which women continue to work (Maltby2016) Sociology of Finance. Women with professional experience have an impact on increasing income inequality in most countries of the world. The distribution of income away from labor in favor of capital indicates a growing class division. Access to decent work has diminished, as more women and men work in the informal economy.

The two have a good working relationship financial performance of females and business firms That is, it has been proven through studies think there is a positive link between the two WOBOD and commercial companies

6.4.2 Women board Executive and educational level in business company:

Education diversified based on the data mentioned in the preceding part, despite the fact that the outcome reveals a negative relationship, as expected and assumed earlier. Even after controlling for the impacts of the controlling factors, such as firm size and industry, the findings demonstrates a non-significant association between education diversity and business performance.

This outcome is very similar to the previous one schools was able to perform better scholars in the field have noted, for example, that a more gender-diverse board of directors may enhance a company's image, which has a positive impact on shareholder value (Smith et al., 2006). Quotas may also increase business performance by providing companies with a greater pool of talent and individuals with a broad range of qualifications with which they can fill board member positions (Smith et al., 2006). Ferreira (2015) also suggests, although unproven, that more gender-balanced boards at senior management levels may encourage younger women to pursue degrees in traditionally male-dominated fields such as finance.

These lecture reviews, along with studies on the two variables, the level of education and the actual role of women in the administrative cadre, indicate a weak relationship between them in business firms' educational level and women board, executives.

6.4.3 Women holding a professional certificate in business company:

According to previous studies, it was found that women have a positive relationship with one another who have to hold professional certificates and business companies. It is a relationship between a trading company and a professional certification. For example, the Women's Professional Pharmaceutical Fraternity advocates study as important institutions in the history of American pharmacy. They have played a notable supporting role for thousands of members. From helping to make a place within the halls of academia to making paid work desirable and virtuous, and linking competence and leadership both attributes of professionalism to realizing fraternal ideals, the Sister Professional Women's Pharmacy Association has offered Women in Pharmaceutical Solidarity, Support, and an overt sign of belonging in the form of a badge, and most importantly - membership in and support for an organization that sought to accommodate those they considered to be the highest representatives of their bankruptcy relationships (Shehata, 2010)

Through Adnan's 2016 study, it was found that there is a strengthening of the relationship between women holding a professional certificate and business firms.

6.5 The Study's Scope and Limitations

Limitations of the research summaries are as follow:

1. The study depends mainly on Palestinian companies.
2. The study will take only five years of data to analyze (2016-2020).

6.6 Organization of the Study

This study will have consisted of five separate chapters (First Chapter; Introduction; Second Chapter; Third Chapter; Literature Review; Fourth Chapter; Methodology; Fifth Chapter; Results and Discussion; Sixth Chapter; Seventh Chapter; Conclusion and Discussion recommendation). The First Chapter presents the basic information through the introduction, a declaration the problem of the investigation, questions of the research, the hypothesis of the research points and destinations of the investigation, importance of the study, scope, and limitations of the research, organization of the study and ethical consideration. While the Second Chapter provides a review of the literature related to the issues investigated in this study and what distinguishes this study from the previous studies in addition to the theories that discuss the research variables and the relations between them. The Third Chapter: discusses the methodology used by the study to gather data and to calculate each variable. The Fourth Chapter provides the results of the analysis and the findings emerged by the study. The Fifth Chapter presents the study findings, the conclusion reached as a result of the findings, as well as suggestions for future research studies.

6.7 Ethical Consideration

The study was meticulously scrutinized to ensure that it adhered to the highest ethical standards possible. So, the literature sources used will be presented through the references list. In addition, the research will be represented for ethical approval from the university ethical committee before being conducted. This committee ensures that all thesis must be confirmed by the university quality and international standards this also for ensuring that the information included in the research (data to be analyzed source for theories and previous studies) is strictly within the desired ethical guidelines.

Reference:

- Alchian, A. and Demsetz, H. (1972): "Production, Information Costs, and Economic Organization", *American Economic Review* 62, no. 5, 777–795.
- Arfken, D. E. Stephanie, L. Marilyn B. Helms M., (2004), *The Ultimate Glass Ceiling Revisited: The Presence of Women on Corporate Boards*, *Journal of Business Ethics*, 50: 177–186.
- Ahern, K. R., and Dittmar, A. K. (2012). The changing of the boards: The impact on firm valuation of mandated female board representation. *The Quarterly Journal of Economics*, 127(1), 137-197.
- Alonso-Almedia, M. M., Perramon, J. & Bagur-Femenias, LL. (2017). Leadership styles and corporate social responsibility management: Analysis from a gender perspective. *Business Ethics: A European Review*, 26(2), 147–161.
- Aye, Th. Th. (2018), *The Role of Rural Women in Environmental Management in Myanmar: A Case Study of Ngaputaw Township*, *Open Science Journal*, 3(1), DOI: <https://doi.org/10.23954/osj.v3i1.1075>
- Al Fadli, Amer; Sands, John; Jones, Greg; Beattie, Claire; and Pensiero, Dom, (2019) *Board Gender Diversity and CSR Reporting: Evidence from Jordan*, *Australasian Accounting, Business, and Finance Journal*, 13(3), 29-52. doi:[10.14453/aabfj.v13i3.3](https://doi.org/10.14453/aabfj.v13i3.3)
- Arioglu, E. (2020), "The affiliations and characteristics of female directors and earnings management: evidence from Turkey", *Managerial Auditing Journal*, 35 (7), pp. 927-953. <https://doi.org/10.1108/MAJ-07-2019-2364>
- Brush, C. G. (1992). Research on women business owners: Past trends, a new perspective, and future directions. *Entrepreneurship theory and practice*, 16(4), 5-30.
- Berle, A. and Means, G. (1932): *The Modern Corporation and Private Property*, Macmillan, New York.
- Burke, R. J. (1994). Women on corporate boards of directors: Views of Canadian chief executive officers. *Women in Management Review*
- Bear, S. Rahman, N. Post, C. (2010), *The Impact of Board Diversity and Gender Composition on Corporate Social Responsibility and Firm*

Reputation, *Journal of Business Ethics* Springer, DOI 10.1007/s10551-010-0505-2

- Bianchi, M. and Iatridis, G. (2014). Board gender diversity and corporate financial performance: evidence from CAC 40. *Investment Management and Financial Innovations*, 11(4)
- Bihagen, E., Neramo, M., Stern, C., & Åberg, Y. (2017). Elite mobility among college graduated men in Sweden: Skills, personality, and family ties. *Acta Sociologica*, 60(4), 291-308.
- Carter, D. A., Simkins, B. J., and Simpson, W. G. (2003). Corporate governance, board diversity, and firm value. *Financial Review*, 38(1), 33-53.
- Demsetz, H., and Lehn, K. (1985). The structure of corporate ownership: Causes and consequences. *Journal of political economy*, 93(6), 1155-1177.
- Doldor, E., Vinnicombe, S., Gaughan, M., and Sealy, R. (2012). Gender Diversity on Boards: The Appointment Process and the Role of Executive Search Firms, EHRC Research Report No. 85, Manchester: Equality and Human Rights Commission.
- Dass, N., Kini, O., Nanda, V., Onal, B., Wang, J., 2014. Board expertise: Do directors from related industries help bridge the information gap? *Review of Financial Studies*, 27(5), 1533-1592.
- Deloitte, (2017), Introduction: Rewriting the rules for the digital age 2017 Global Human Capital Trends, available online: <https://www2.deloitte.com/us/en/insights/focus/human-capital-trends/2017/introduction.html>
- Fama, E. (1980). Agency problems and the theory of the firm. *Journal of Political Economy*, 88(2), 288–307.
- Fama, E., and Jensen, M. (1983). Separation of ownership and control. *Journal of Law and Economics*, 26(2), 301–325.
- Finkelstein, S., and Hambrick, D. C. (1996). *Strategic leadership: Top executives and their effects on organizations*. St. Paul, MN: West.

- Ferreira, D. (2015), Board Diversity: Should We Trust Research to Inform Policy?, *Corporate governance an international review*, 23(2), 108-111. <https://doi.org/10.1111/corg.12092>
- Gänslar, T. K. J. (2020) The impact of CEO gender on environmental sustainability strategies in businesses. Master Thesis, Behavioural, Management and Social Sciences, Berlin, Deutschland.
- Gorman, E. H. (2006). Work uncertainty and the promotion of professional women: The case of law firm partnership. *Social Forces*, 85(2), 865-890.
- Gardner, W. L., and Martinko, M. J. (1988). Impression management in organizations. *Journal of Management*, 14, 321–338.
- Goffman, E. (1959). *The presentation of self in everyday life*. New York: Doubleday.
- Hambrick, D. C., Cho, T. S., and Chen, M.-J. (1996). The influence of top management team heterogeneity on firms' competitive moves. *Administrative Science Quarterly*, 41, 659-684.
- Harjoto, M., Laksmana, I. & Lee, R. (2015). Board Diversity and Corporate Social Responsibility. *Journal of Business Ethics*, 132(4), 641–660
- Haynes, K., and Hillman, A. (2010). The effect of board capital and CEO power on strategic change. *Strategic Management Journal*, 31, 1145–1163.
- Hillman, A. J. (2015), Board Diversity: Beginning to Unpeel the Onion, *Corporate governance an international review*, 23(2), 104-107. <https://doi.org/10.1111/corg.12090>
- Hillman, A. J., and Dalziel, T. (2003). Boards of directors and firm performance: Integrating agency and resource dependence perspectives. *Academy of Management Review*, 28(3), 383-396. <https://doi.org/10.5465/AMR.2003.10196729>
- Hooghiemstra, P. (2000). Corporate communication and impression management—New perspectives. Why companies engage in corporate social reporting. *Journal of Business Ethics*, 27(1/2), 55–68.
- Jelaca, M. (2016), The Role of Management Practice and Business Environment in Promoting Firm Innovativeness, *Industrija*, 44 (4),

<https://scindeks-clanci.ceon.rs/data/pdf/0350-0373/2016/0350-03731604119S.pdf>

- Jensen, M. and Meckling, W. (1976): "Theory of the firm: managerial behavior, agency costs and ownership structure", *Journal of Financial Economics* 3, 305–360.
- Khalifa, R. (2018). Enhancing female graduate employment through women-only professional services firm in an economically remote city. *Journal of Economic and Administrative Sciences*.
- Kakabadse, N. Figueira, C., Colopoulou, J., Andrew p and özbilgin, M. (2015), "Gender Diversity and Board Performance: Women's Experiences and Perspectives", *Human Resource Management*, March–April 2015, 54(2). PP. 265–281.
- Kang, H. Cheng, M. Gray, S. J. (2007), *Corporate Governance and Board Composition: diversity and independence of Australian boards*, *Corporate governance an international review*, 15(2), 194-207.
- Koochi, Elham & Seyed Mohammad Shobeiri & Elahe koochi & Hossein Meiboudi, 2014. "Women's participation in environmental management and development Promotion Culture," *International Journal of Resistive Economics*, Toroudshomal Research-Industrial Company, 2(2), PP. 49-61.
- Lahti, E. (2013), *Women And Leadership: Factors That Influence Women's Career Success Female leaders' reflections on their career development and leadership*, Lahti University of Applied Sciences Degree Programme in International Business.
- Landry, E. E. Bernardi, R. A. and Susan M. Bosco, (2016). *Recognition for Sustained Corporate Social Responsibility: Female Directors Make a Difference*, *Corporate Social Responsibility, and Environmental Management*, John Wiley and Sons, 23(1), PP. 27-36.
- Leary, M. R., & Kowalski, R. M. (1990). Impression management: A literature review and two-component model. *Psychological Bulletin*, 107, 34-47.
- Martínez, M. D. C. V., & Rambaud, S. C. (2019, September). Women on corporate boards and firm's financial performance. In *Women's Studies International Forum* (Vol. 76, p. 102251). Pergamon.

- Moreno-Gómez, J., & Calleja-Blanco, J. (2018). The relationship between women's presence in corporate positions and firm performance: The case of Colombia. *International Journal of Gender and Entrepreneurship*.
- Madhani P M (2015), The Impact of Board Characteristics on Corporate Governance and Disclosure Practices of Firms Listed in Indian Stock Exchange, *The IUP Journal of Corporate Governance*, Vol. 14, No. 4, pp. 14-46.
- Marimuthu, M. and Kolandaisamy, I. (2009), Ethnic and Gender Diversity in Boards of Directors and Their Relevance to Financial Performance of Malaysian Companies, *Journal of Sustainable Development*, 2(3), 139-149.
- Nekhili, M., and Gatfaoui, H. (2013). Are demographic attributes and firm characteristics drivers of gender diversity? Investigating women's positions on French boards of directors. *Journal of Business Ethics*, 118(2), 227–249. <https://doi.org/10.1007/s10551-012-1576-z>
- Nielsen, S. (2010), Top Management Team Diversity: A Review of Theories and Methodologies, *International Journal of Management Reviews*, 12(3), 301-316.
- Owino D. M. Gender and Environmental Management: Who's Role? Who're Responsibilities?. *World Journal of Social Sciences and Humanities*. 2017; 3(3):61-63. DOI: 10.12691/with-3-3-2
- Panda, B., and Leesa. N. M. (2017), Agency theory: Review of Theory and Evidence on Problems and Perspectives, *Indian Journal of Corporate Governance* 10(1) 74–95, Institute of Public Enterprise SAGE Publications sage pub. in/home.nav DOI: 10.1177/0974686217701467.
- Pereira, A. M. (2017). *Women on Board: Female Presence on the Board of Directors and Corporate Social Responsibility*. Georgetown University.
- Pechersky Alexander, 2016. Diversity in Board of Directors: Review of Diversity as a Factor to Enhance Board Performance, *Studia Commercial Bratislavensia, Science*, 9(33), PP. 88-101.
- Pechersky, A., 2016. Diversity in Board of Directors: Review of Diversity as a Factor to Enhance Board Performance, *Studia Commercial Bratislavensia, Science*, 9(33), PP. 88-101.

- Peris-Ortiz, M.; Rueda Armengot, C.; Benito Osorio, D. (2012). Women in business: entrepreneurship, ethics, and efficiency. *International Entrepreneurship and Management Journal*. 8(3):343-354. doi:10.1007/s11365-011-0177-0
- Robinson, G. and Dechant, K. (1997) Building a Business Case for Diversity. *Academy of Management Executive*, 11, 21-31. <https://doi.org/10.5465/AME.1997.9709231661>
- Romano, Mauro; Cirillo, Alessandro; Favino, Christian; Netti, Antonio. (2020). ESG (Environmental, Social and Governance) Performance and Board Gender Diversity: The Moderating Role of CEO Duality, *Sustainability* 12, no. 21: 9298. <https://doi.org/10.3390/su12219298>
- Rosenfeld, P. R., Giacalone, R. A., and Riordan, C. A. (1995). *Impression Management in Organizations: Theory, Measurement, and Practice*. New York: Routledge.
- Schlenker, B. R. (1980). *Impression Management: The self–concept, social identity, and interpersonal relations*. Monterey, CA: Brooks/Cole
- Sila, V. Gonzalez, A. and Hagendorff, J. (2016), Women on board: Does boardroom gender diversity affect firm risk?, *Journal of Corporate Finance*, 36, (C), 26-53.
- Shehata, D. (2010). A History of the Women's Professional Pharmacy Fraternities, 1913-1988. *Pharmacy in History*, 52(1), 24-45. Retrieved August 4, 2021, from <http://www.jstor.org/stable/41112453>
- Smith, N., Smith, V., and Verner, M. (2006), "Do women in top management affect firm performance? A panel study of 2,500 Danish firms", *International Journal of Productivity and Performance Management*, Vol. 55 No. 7, pp. 569-593. <https://doi.org/10.1108/17410400610702160>
- Tedeschi, J.T. (Ed.) (1981). *Impression Management Theory and Social Psychological Research*. New York: Academic Press.
- Terjesen, S., Sealy, R., & Singh, V. (2009). Women directors on corporate boards: A review and research agenda. *Corporate Governance: An International Review*, 17, 320–337.

- Virtanen, A. (2012). Women on the boards of listed companies: Evidence from Finland. *Journal of Management and Governance*, 16, 571–593.
- Wang, J., Dewhirst, D. H., 1992. Board of directors and stakeholder orientation. *Journal of Business Ethics* 11(2), 115-123.
- Watson D, Clark LA, Tellegen A. (1998), Development and validation of brief measures of positive and negative affect: the PANAS scales. *J Pers Soc Psychol.* 54(6):1063-70. DOI: 10.1037//0022-3514.54.6.1063. PMID: 3397865.
- Westphal, James D., and Milton, Laurie P., (2000), How Experience and Network Ties Affect the Influence of Demographic Minorities on Corporate Boards. *Administrative Science Quarterly*, Vol. 45, No. 2, Available at SSRN: <https://ssrn.com/abstract=245596>
- Xie, J. Nozawa, W. and Managi, Sh., 2020. "The role of women on boards in corporate environmental strategy and financial performance: A global outlook," MPRA Paper 99470, University Library of Munich, Germany.

APPENDIX1 : company names

No	Company Name
1	BIRZEIT PHARMACEUTICALS
2	JERUSALEM PHARMACEUTICALS
3	THE VEGETABLE OIL INDUSTRIES
4	PALESTINE POULTRY
5	DAR AL-SHIFA PHARMACEUTICALS

6	Beit Jala Pharmaceutical
7	GOLDEN WHEAT MILLS
8	JERUSALEM CIGARETTE
9	ARAB COMPANY FOR PAINTS PRODUCTS
10	NATIONAL ALUMINUM AND PROFILE - NAPCO
11	THE NATIONAL CARTON INDUSTRY

12	PALESTINE PLASTIC INDUSTRIES
13	AL SHARK ELECTRODE

APPENDIX2: PLAGIARISM REPORT

The Role of Women in Business Company in Developing Countries: A case study of Palestine

ORIGINALITY REPORT

12%	5%	6%	6%
SIMILARITY INDEX	INTERNET SOURCES	PUBLICATIONS	STUDENT PAPERS

PRIMARY SOURCES

1	Submitted to De Montfort University Student Paper	2%
2	María del Carmen Valls Martínez, Salvador Cruz Rambaud. "Women on corporate boards and firm's financial performance", Women's Studies International Forum, 2019 Publication	1%
3	Ronald J. Burke. "Women on Corporate Boards of Directors", Women in Management Review, 1994 Publication	1%
4	www.businessnewsdaily.com Internet Source	1%
5	Rihab Khalifa. "Enhancing female graduate employment through a women-only professional services firm in an economically remote city", Journal of Economic and Administrative Sciences, 2018 Publication	1%