

IMA Middle

Conducting the Survey

In May 2010 the survey was e-mailed to a sample of 4,436 IMA members in the Middle East. It was similar to the one used for the annual survey of IMA members in the U.S., except some questions were deleted in hopes of increasing the response rate. The survey was sent to members who met similar selection criteria as those used for the U.S. survey. Two follow-up e-mail messages were sent. A total of 944 questionnaires was returned, for a 21% response rate. Of this number, there were 693 usable responses, for a 16% usable response rate. These compare to 32% and 30% response rates, respectively, for the 2009 survey of U.S. IMA members (for which data collection occurred in January 2010).

As an international professional association, IMA® has increasingly assumed a leadership role in driving the global growth of the management accounting profession. This trend is especially reflected in the tremendous increase in IMA members in the Middle East.

This growth raises the question of how much IMA members in the region are paid, what factors affect their compensation, and what factors affect their companies' success. For more than 20 years, IMA has published the results of annual salary surveys of its U.S. members. Now here are the results of a similar salary survey of Middle East members. These results also are contrasted with those of the 2009 U.S. salary survey, published in the June 2010 issue of *Strategic Finance*.¹

As indicated in Table 1, the response rate varied considerably from country to country, with the highest response rate coming from members in Syria and Oman and the lowest from members in Egypt.

Table 2 shows the demographics of the respondents.

East Salary Survey

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For example:

- ◆ 93% are male.
- ◆ Median age of the respondents is 33, with women tending to be younger than men (28 vs. 34).
- ◆ Respondents have spent an average of 10 years in the field, five with their current employer and four in their current job. These averages are lower for female respondents than for male respondents.
- ◆ 70% of all respondents are married, and 61% have children.
- ◆ 38% of respondents possess some professional certification, and the CMA® (Certified Management Accountant) is the most prevalent (27%).

Compared to the “average” IMA member in the U.S., the “average” member in the Middle East is more likely to be male, slightly less likely to be married, and about as likely to have children and have a similar size of family. (All references to U.S. statistics are based on the 2009 U.S. salary survey.) Consistent with the age difference, Middle Eastern respondents also tend to be younger, to have fewer years of experience, and to be less likely to hold a professional certification.

Table 1: Response Rate by Country

Country	No. Surveys Sent	Usable Responses	Response Rate
Syria	52	14	26.92%
Oman	50	12	24.00%
Yemen	9	2	22.22%
Jordan	205	45	21.95%
Saudi Arabia (K.S.A)	1,072	208	19.40%
Bahrain	103	18	17.48%
Kuwait	384	63	16.41%
Qatar	122	18	14.75%
Lebanon	75	11	14.67%
U.A.E.	1,026	135	13.16%
Egypt	1,334	151	11.32%
Other	4	16	
Total	4,436	693	15.62%

Note: “Usable Responses” in the “Other” row also include responses for which no country was indicated.

Table 2: “Average” IMA Member

	Middle East	U.S.
Gender		
Female	7%	34%
Male	93%	66%
Median Age		
All	33	48
Female	28	n.a.
Male	34	n.a.
Degree		
Baccalaureate	99%	99%
Advanced	22%	53%
Years of Experience		
In current position	4	6
Women	3	n.a.
Men	4	n.a.
With current employer	5	10
Women	4	n.a.
Men	5	n.a.
In current field of work	10	20
Women	7	n.a.
Men	10	n.a.
Family Status		
Married—all	70%	81%
Married—men	73%	n.a.
Married—women	33%	n.a.
Percent with Children		
All	61%	65%
Married	87%	n.a.
Women	27%	n.a.
Men	65%	n.a.
Average Number of Children		
All	1.3	1.3
Married	1.9	n.a.
Certification Percentages		
Any certification	38%	70%
CMA	27%	54%
CPA	4%	36%
CFM	5%	9%
CIA	3%	n.a.
Other	16%	n.a.

Note: n.a.=not available

Compensation

The average salary for survey respondents was \$27,786, and the average total compensation was \$34,137 (total compensation includes salary plus additional compensation). The most prevalent source of additional compensation was a bonus, with 55% of respondents receiving one. Also, 12% received profit sharing, and 12% received another kind of compensation. These percentages were significantly less than the percentages for U.S. members at 62%, 18%, and 6%, respectively. The opportunities for women to receive such additional compensation were less than for men, with only 42% and 2%, respectively, of the women receiving bonuses and profit sharing.

Respondents’ compensation varied greatly among the countries surveyed. IMA members in Qatar received the highest average base salary and total compensation, and those in Egypt received the lowest compensation. Table 3 shows a comparison of salaries and total compensation by country (all compensation figures are presented in U.S. dollars). As you might expect, salaries within a given category are fairly uneven, with higher salaries often distorting the picture of what the “average” member earns. To address this issue, I present both mean and median income information in Table 3 and throughout the article.

The percentage of total compensation from the base salary is lower for Middle Eastern respondents (81%) than for U.S. respondents (86%), reflecting the greater use of other sources of compensation (such as travel and housing allowances) in the Middle East.

Male/Female Compensation

IMA’s U.S. salary survey has consistently focused on the disparity between the compensation of men and women, and the 2009 survey found that women’s salaries averaged 77% of the men’s salaries and that the percentage was 74% for total compensation. As indicated in Table 4, these percentages were even lower (58% and 52%, respectively) in the Middle East. The comparison of median compensation levels indicates an even greater disparity.

These differences can be attributed in part to demographics. The women in this survey tended to be younger than the men (median ages of 28 and 34, respectively), less likely to hold an advanced degree (18% vs. 23%), less likely to be professionally certified (26% vs. 35%), to be earlier in their careers than the men (a median of seven vs. 10 years of experience in the field), and (as indicated in Table 5) more likely to hold entry-level positions. All of these differences are statistically significant.

Figure 1 compares compensation by gender and age

Table 3: Average Salary and Total Compensation by Country (\$U.S.)

	Number Responses	Base Salary			Total Compensation		
		Mean	Median	Std. Dev.	Mean	Median	Std. Dev.
United States		105,850	94,900	n.a.	123,357	100,700	n.a.
Middle East**	693	27,786	12,000	37,909	34,137	16,750	44,477
Qatar	18	61,809	38,932	58,520	66,960	50,302	63,903
U.A.E.	135	44,925	38,000	37,465	54,604	43,500	46,060
Bahrain	18	33,400	31,575	27,317	41,283	37,368	31,710
Oman	12	30,972	30,390	16,218	33,235	32,770	17,258
Kuwait	63	32,280	20,000	35,658	35,750	20,746	40,169
Lebanon	11	30,829	15,000	36,550	37,156	19,000	44,196
Jordan	45	23,499	12,000	32,083	26,245	15,500	33,617
K.S.A.	208	26,445	8,000	44,166	33,542	15,340	50,092
Syria	14	18,127	10,800	17,336	21,167	11,138	20,137
Egypt	151	8,817	3,000	17,783	12,567	3,800	25,620
Iran	2	*	*		*	*	
Iraq	1	*	*		*	*	
Yemen	2	*	*	*	*	*	*

* Data not reported to protect confidentiality.

**Total may not add up because of nonresponses.

category. (There were no women in the 40-49 and 60 and over age categories.) Although men in each age category were paid more than their female counterparts, the difference was small in the 30-39 category as compared to the huge difference in the 50-59 category, possibly indicating a long-term trend toward more equal pay between men and women.

Figure 1: Average Salary and Total Compensation by Age and Gender

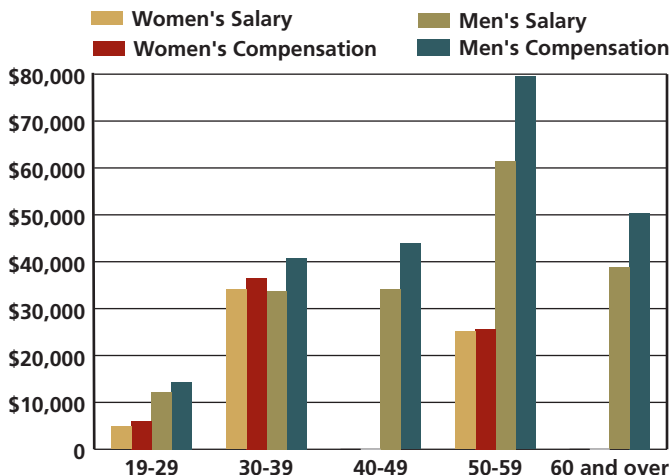


Table 4: Compensation by Gender

	Salary		Total Compensation	
	Mean	Median	Mean	Median
Women	16,656	4,378	18,255	6,125
Men	28,650	13,200	35,353	18,500
Women as a Percentage of Men	58%	33%	52%	33%

Additional insight into the difference in compensation of men and women is provided by Table 5, which presents compensation by gender and years in the field. As expected, salary and total compensation increased for both men and women as they accumulated greater experience. The only exception to this trend was for men in the field more than 20 years. The same exception was observed in the U.S. survey.

In the latest U.S. survey, women's salary as a percentage of men's ranged from 70% to 84% in the various "years in the field" categories. Total compensation ranged from 60% to 85%. As indicated in the last two columns of

Table 5: Compensation Comparisons by Years in the Field**

	Women			Men			All			Women as a Percentage of Men	
	N	Mean	Median	N	Mean	Median	N	Mean	Median	Mean	Median
Average Salary											
1 to 5	26	8,786	2,118	223	18,008	6,000	251	17,057	5,000	52%	42%
6 to 10	15	16,004	4,156	161	26,362	15,750	176	25,479	14,320	63%	29%
11 to 15	5	56,000	65,000	134	38,217	26,650	139	38,857	27,055	144%	240%
16 to 20	0			66	47,104	39,000	66	47,104	39,000		
More than 20	2	*	*	59	38,045	21,600	61	*	*		
Average Total Compensation											
1 to 5	26	10,415	4,225	223	20,462	8,100	251	19,450	8,000	54%	53%
6 to 10	15	18,298	4,546	161	31,515	19,200	176	30,389	17,463	60%	26%
11 to 15	5	56,000	65,000	134	48,721	31,950	139	48,982	32,000	114%	203%
16 to 20	0			66	54,976	47,680	66	54,977	47,680		
More than 20	2	*	*	59	49,800	27,200	61	*	*		

* Data not reported to protect confidentiality.
 **Total may not add up because of nonresponses.

Table 5, the spread of these percentages is much greater in the Middle East. A surprising result is the tremendously larger amount that women in the field 11 to 15 years received than men with similar experience. This may reflect the region’s great shortage of women with that amount of experience, as shown by few female respondents in that experience category and the consequent need to pay higher compensation.

Figure 2 presents the distribution of survey respondents by management level and gender. More respondents are at the middle-management level, followed by senior, entry-level, and top management. Few members in academia responded to the survey, perhaps reflecting the current lack of an academic membership category internationally. Reflecting the scarcity of women with more than 10 years of experience, there’s a much smaller percentage of women than men employed in top-management positions. Given the typically higher salaries paid at this level, the impact of this disparity is clear.

This picture is quite different from the situation in the U.S. survey, where the percentage of women in this category was approximately twice that of men. Other major differences exist at the entry level, with many more women at this level in the Middle East than in the U.S., and in academia, with women much more prevalent in

the Middle East than in the U.S. This last difference is encouraging because, as noted in the U.S. salary survey, female professors can serve as positive role models for young women considering a career in accounting.

The relative scarcity of women in top-level management in the Middle East is only part of the “compensation” problem. Another issue, which also exists in the U.S., is that women earn less than men at each level of management (see Figure 3). The problem is greatest at

Figure 2: Management Level by Gender

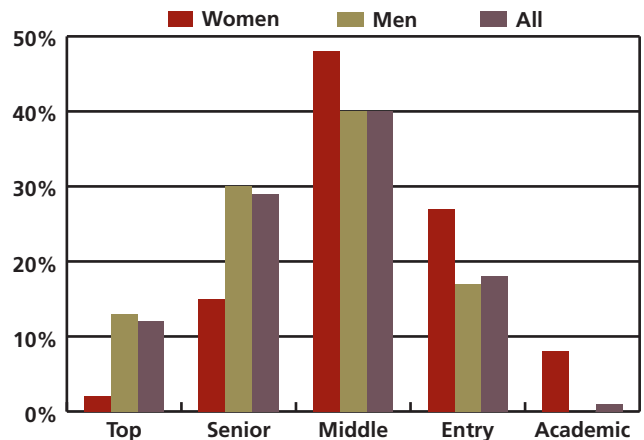


Table 6: Compensation by Supervisory Responsibilities

	MEN					WOMEN					TOTAL				
	N	Base Salary		Total Compensation		N	Base Salary		Total Compensation		N	Base Salary		Total Compensation	
		Mean	Median	Mean	Median		Mean	Median	Mean	Median		Mean	Median	Mean	Median
Head of a major department and report directly to a CEO or Board of Directors	167	37,986	24,000	47,418	27,000	7	17,562	10,000	18,180	10,500	174	37,150	22,500	46,242	26,500
Head of a major department but do not report directly to the CEO or Board of Directors	141	30,393	20,000	38,587	25,680	4	12,740	9,300	12,990	9,800	145	29,906	20,000	37,881	25,060
Some supervisory responsibility but not head of a major department	230	23,651	10,993	28,103	13,800	22	18,883	3,578	20,494	5,473	253	23,172	10,140	27,362	13,200
Little or no supervisory responsibility and report directly to a CEO or Board of Directors	35	25,330	8,500	32,188	9,973	7	12,264	3,300	16,550	5,850	42	23,152	8,250	29,582	9,487
No supervisory responsibility	58	21,750	6,250	26,229	6,750	7	16,323	2,000	16,676	2,450	66	21,301	5,050	25,424	5,175

the top-management level, where women receive less than half the compensation of their male counterparts.

Tremendous differences also exist at the lower/entry and senior-management levels. The disparity is least for middle managers.

Figure 3 depicts very different compensation trends for

men and women as they achieve higher levels of management. Consistent with the trend in the U.S., as men advance in rank, their compensation increases. This clearly makes sense—greater compensation should accompany greater responsibility and authority. A different trend is evident for women. While receiving greater compensation

Figure 3: Compensation by Management Level and Gender

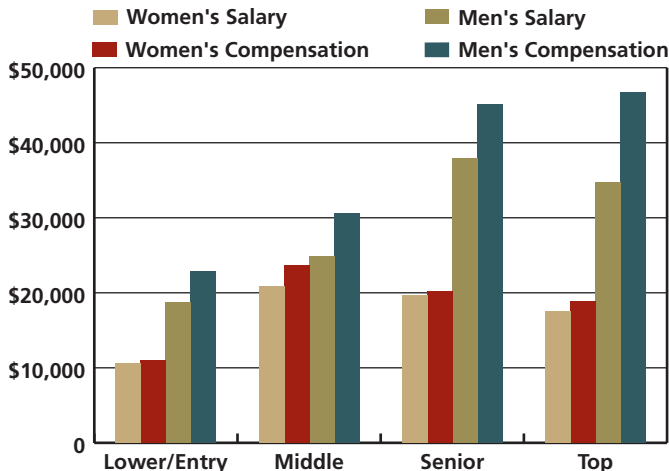


Figure 4: Professional Certification by Gender

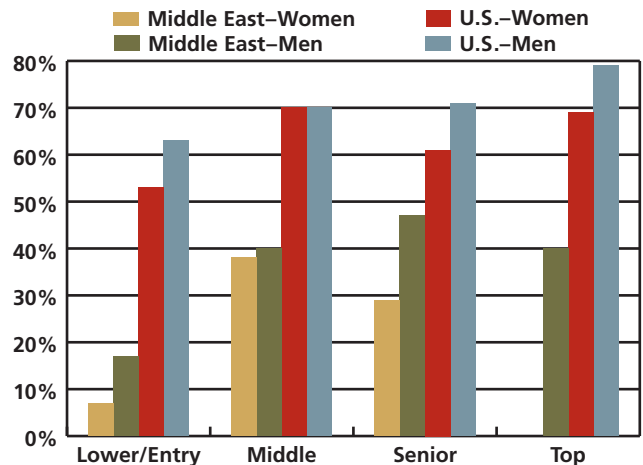


Table 7: Compensation by Age and Certification

Age Range	Uncertified			Certified			Certified as a Percent of Uncertified	
	N	Mean	Median	N	Mean	Median	Mean	Median
Salary								
19-29	162	10,039	3,607	55	14,971	6,700	149%	186%
30-39	171	22,930	12,000	124	48,695	36,000	212%	300%
40-49	71	24,227	18,000	65	45,325	35,942	187%	200%
50-59	17	44,981	14,500	16	74,571	65,000	166%	448%
60 and over	1	*	*	2	*	*	*	*
All	428	18,950	7,000	265	42,132	29,000	222%	414%
Total Compensation								
19-29	162	11,493	5,025	55	18,926	10,000	165%	199%
30-39	171	28,407	16,000	124	57,276	41,335	202%	258%
40-49	71	31,112	25,760	65	57,807	50,000	186%	194%
50-59	17	62,182	37,500	16	91,144	90,000	147%	240%
60 and over	1	*	*	2	*	*	*	*
All	428	23,580	10,400	265	51,187	36,000	217%	346%

* Data not reported to protect confidentiality.

as they transition from lower levels of management to middle management, their compensation fails to increase commensurately as they achieve higher management ranks. (The data actually reflects decreasing compensation.) The failure of women’s pay to advance with their role in the organization may help explain their absence in senior and top management.

One factor that helps explain the disparity in pay between the genders at the various levels of management is professional certification (see Figure 4). At the entry level of management, only 8% of women are certified vs. 17% of men. This difference disappears at the middle-management level (39% of women vs. 40% of men) but then reappears at the senior-management level (29% of women vs. 47% of men). These differences closely reflect the difference in compensation at the various management levels and clearly point to the importance of professional certification in career advancement and increases in compensation.

Table 6 contains an analysis of compensation data by supervisory responsibilities and gender. Men are much more likely to hold positions with major supervisory responsibilities, and women are likely to have some supervisory responsibilities but not be head of a major department.

Not unexpectedly, the greatest compensation goes to those members who are head of a major department and report directly to a CEO or Board of Directors. This category is followed by those who are head of a major department but don’t report directly to the CEO or Board, those who have some supervisory responsibility but aren’t head of a major department, those who have little or no supervisory responsibility and report directly to a CEO or Board, and, finally, those with no supervisory responsibility. Not surprisingly, those with greater supervisory responsibility receive greater compensation.

Although this ranking in terms of compensation holds when examining the men’s compensation, the situation isn’t as clear for women. Based on median compensation, roughly the same ranking exists, but based on mean compensation, the women who are most highly compensated are those who have some supervisory responsibility but aren’t the head of a major department. These women have titles such as auditor, senior accountant, and divisional controller.

A similar relationship between compensation and supervisory responsibilities occurred in the U.S. survey, with the exception that those with little or no supervisory responsibility and who report directly to a CEO or Board of Directors were paid more on average than those who

have some supervisory responsibility but aren't head of a major department. In the U.S. survey, the most highly paid women were those who were head of a major department but didn't report directly to the CEO or Board. Thus there's a greater similarity regarding the effect of supervisory responsibilities on pay for Middle East and U.S. men than for women.

To summarize the effect of gender on compensation:

- ◆ Women respondents in the Middle East tend to be younger than women respondents in the U.S., and women receive less compensation than men do within each age category.
- ◆ Women tend to have fewer years of experience in the field, and, on average, those with less than 10 years of experience are paid significantly less than men, while those who have been in the field 11 to 15 years are paid much more than men.
- ◆ Women are less likely to have top- or senior-management positions, and, on average, women in those positions are paid less than men. The same holds true for major supervisory responsibilities.

Compensation and Certification

As noted previously, 38% of the survey respondents are certified, including 27% who are CMAs and 5% who are Certified Financial Managers (CFMs). How important is certification with regard to compensation? On average, certified members in the Middle East earned \$42,132 in salary and \$51,186 in total compensation as compared to \$18,950 and \$23,580 for noncertified members. Thus, on average, certified members earn 122% more in salary and 117% more in total compensation than noncertified members.

Figure 5: Average Salary by Size of Location and Organization

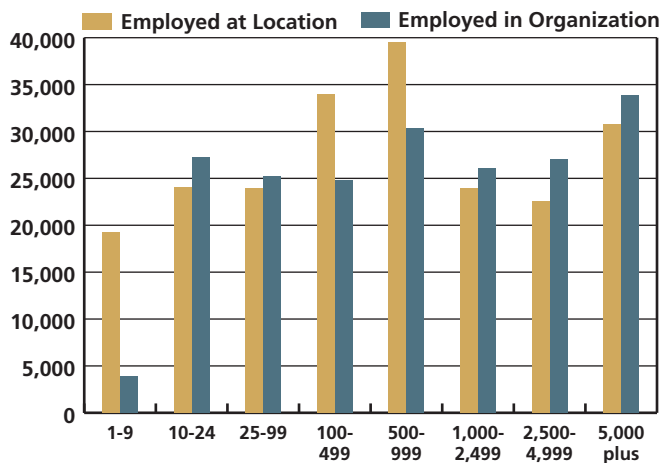


Table 8: Compensation by Highest Degree Obtained

Highest Degree	N	Salary		Total Compensation	
		Mean	Median	Mean	Median
Less than baccalaureate	8	29,449	34,000	32,501	36,918
Baccalaureate	530	23,497	8,500	28,835	12,121
Master's	144	43,568	26,488	53,641	33,640
Doctorate	10	26,734	13,585	33,714	25,200

Table 7 illustrates the impact of certification on compensation by age range. The certification premium is greatest for the 30-39 age range, but, for every age range, those who are certified earn significantly more than those who aren't, indicating the value of certification throughout a career.

Compensation and Degrees

In Table 2 we saw that nearly all survey respondents had at least a baccalaureate degree and that 22% had an advanced degree. Table 8 shows the salary and total compensation by degree. Surprisingly, those without a college degree earned more, on average, than those with a baccalaureate degree. Respondents with a master's degree had the highest compensation of any group, and those with a doctorate earned less.

The relationship between the income of those with less than a baccalaureate and those with a baccalaureate degree may be because, of all four educational groups, respondents with a baccalaureate degree had the fewest number of years of experience in the field. Given this result, given that the professional certifications discussed in the prior section require a college degree, and given the results in the previous section regarding the effect of certification on income, a reasonable strategy for those with a baccalaureate degree who want to increase their income may be to pursue certification.

How do the U.S. and the Middle East compare regarding the effect of education on compensation? In the Middle East there's a much greater "master's premium" than in the U.S. with regard to salary and total compensation. Also, in both regions, those with doctorates earned more than those with baccalaureate degrees but less than those with master's degrees. Yet the "doctorate premium" is larger in the Middle East than in the U.S.

Table 9: Compensation by Industry

Industry	N	Base Salary		Total Compensation	
		Mean	Median	Mean	Median
Mining/Natural Resource Extraction	16	57,227	42,500	68,359	46,000
Government	21	39,328	21,000	52,399	46,000
Medical/Health Services	26	30,088	7,800	38,357	14,952
Finance, Insurance, and Real Estate	136	31,260	12,250	38,209	17,200
Other Services	60	30,201	24,000	37,429	26,100
Public Accounting	34	35,148	9,565	37,064	10,000
Transportation, Communication, Utility Services	52	30,263	16,500	36,076	23,900
Wholesale and Retail Trade	73	30,257	21,000	35,405	25,500
Manufacturing	109	23,379	12,000	30,151	18,500
Nonclassifiable	25	20,861	3,000	27,953	5,500
Contract Construction	84	20,763	5,400	27,510	9,674
Educational Services	19	19,340	6,000	23,908	6,500
Agriculture, Forestry, and Fisheries	9	17,366	6,500	18,069	6,500
Total/Average	664	28,467	13,788	35,041	18,959

Table 10: Compensation and Business Structure

	N	Base Salary		Total Compensation	
		Mean	Median	Mean	Median
Sole Proprietorship	49	24,208	15,750	29,542	18,550
Partnership	144	27,078	9,500	32,772	11,624
Family-Owned Corporation	127	23,842	13,000	29,945	18,000
Privately Held Corporation	105	32,015	19,632	38,937	22,432
Publicly Traded Corporation	151	36,230	26,400	43,910	32,000
College/University	10	17,342	3,250	24,922	4,250

Compensation by Organizational Structure and Industry

Let’s also examine average salary and total compensation based on the number of employees in the respondent’s location and the total number of employees in the respondent’s organization. You can see from Figure 5 that it’s difficult to make generalizations regarding the effect of organization size on compensation. When looking at income by size of location, those in units with 500 to 999 employees earned the most (with regard to both salary and total compensation), and organization-wide those employed in companies with 5,000 or more employees were more highly compensated.

This result is somewhat similar to the U.S. survey,

which found that those in locations with 5,000 or more employees and those in companies of a similar size earned the greatest incomes. But as the authors of the U.S. survey note, there hasn’t been a defined pattern between income and location and organization size over the years.

Members’ income also varied considerably by industry. Given the importance of oil to the Middle East economy, it isn’t surprising that the highest salaries and total compensation are paid in the mining/natural resource extraction industry (see Table 9). Next most highly compensated are those working in government. The largest number of members work in finance, insurance, and real estate, and their average salary and total com-

Table 11: Compensation by Position

	N	Base Salary		Total Compensation	
		Mean	Median	Mean	Median
Top-Level Management	71	62,170	45,606	78,705	59,492
Partner	3	179,333	175,000	179,333	175,000
Senior Vice President	3	111,133	120,000	122,433	135,000
Chief Financial Officer	57	58,007	38,000	74,705	50,850
Chief Executive Officer	4	34,000	27,000	72,313	76,625
Owner	4	25,075	19,750	33,825	22,250
Senior Management	99	40,813	32,591	47,839	37,223
Director	6	97,058	108,925	109,392	121,425
Corporate Controller	19	54,511	48,000	63,521	52,800
General Manager	12	42,763	39,200	49,533	46,450
Financial Analyst	49	33,116	20,000	38,609	22,778
Assistant Vice President	6	33,024	31,471	38,445	38,500
Vice President	5	16,555	3,200	24,625	3,200
Divisional Vice President	2	*	*	*	*
Middle Management	244	27,554	20,004	34,850	23,303
Manager	83	42,287	38,000	54,208	41,000
General Supervisor	6	34,679	28,737	38,577	32,087
Divisional Controller	6	33,363	30,000	36,849	33,625
Asst. Corporate Controller	7	18,438	2,393	24,820	11,238
Chief Accountant	119	18,959	9,800	24,385	13,600
Supervisor	23	18,259	8,333	20,700	8,333
Lower Management/Entry Level	225	12,465	4,294	14,604	5,729
Systems Analyst	2	*	*	*	*
Senior Accountant	133	14,119	5,000	16,830	6,500
Staff Accountant	60	9,413	2,100	11,062	3,385
Auditor	30	9,973	3,750	10,666	5,250
Academic Positions	11	25,959	23,405	34,016	31,777
Instructor	2	*	*	*	*
Department Chair	2	*	*	*	*
Administrator	5	7,320	1,700	7,726	2,800
Assistant Professor	2	*	*	*	*
Other	41	25,271	5,371	28,425	9,010

* Data not reported to protect confidentiality.

pensation ranked fifth and fourth, respectively, among the 13 industry categories. The fewest number of respondents, and those who earned the least, on average, were those in agriculture, forestry, and fisheries.

Table 10 presents compensation by employer's business structure and shows IMA members in the Middle East are employed by a very diverse group of companies. Although the most common form of employer organization was a publicly traded corporation, nearly as many

members work in partnerships, and significant numbers also work in family-owned companies and privately held companies.

These results contrast with the U.S. results in several ways. Members in the U.S. were more likely to work for large companies than were Middle Eastern members. For example, 41% of U.S. respondents worked for publicly held companies, but only 26% of Middle Eastern members did so. For privately held companies, the percentages

Table 12: Compensation by Responsibility Area

	U.S. Rank	No. Respondents	Base Salary		Total Compensation	
			Mean	Median	Mean	Median
Information Systems	7	5	49,667	40,000	61,467	40,000
Internal Audit	5	28	43,154	18,185	48,595	23,935
Risk Management	10	19	38,711	17,850	48,175	17,850
General Management	1	42	39,347	19,000	48,120	26,500
Finance	3	200	35,092	21,200	43,566	26,700
Budgeting & Planning	8	50	34,851	22,500	43,525	25,030
Corporate Accounting	6	63	34,012	26,400	40,243	35,000
Government Accounting	12	10	17,035	10,300	28,110	20,750
Public Accounting	2	32	20,550	3,750	25,441	8,983
General Accounting	13	198	16,568	4,375	19,860	8,220
Cost Accounting	11	29	9,499	3,982	15,519	5,400
Personnel Accounting	14	7	8,998	1,707	10,223	1,793
Taxation	4	4	7,224	7,098	9,749	9,965
Education	9	2	*	*	*	*

* Data not reported to protect confidentiality.

were 32% and 18%, respectively.

In terms of compensation, those working for publicly traded corporations receive, on average, the highest salaries and total compensation. A similar result was observed in the U.S. survey. Next most highly compensated were those employed by privately held corporations. Those in academia earned the least.

Compensation by Responsibility and Position

The grouping of positions by management level has been modified slightly from that used in the U.S. survey to better reflect the respondents' level as self-reported. Also, some positions may be at different management levels in different companies. As expected, salary and total compensation generally increase at higher levels of management. A relatively large number of respondents are CFOs, and, on average, they ranked quite highly with regard to compensation. It's interesting that while the relatively high compensation of top management in the U.S. has been the subject of criticism, the disparity between the compensation of top-level managers and those at the lower level is greater in the Middle East. In this survey, the mean total compensation of top managers in the Middle East was 539% that of lower-level managers; in the U.S. survey this percentage was 246%. (See Table 11 for salary and compensation by position.)

The effect of responsibility area on compensation is presented in Table 12. The areas are ranked in descending order based on average total compensation. Interestingly, information systems, which ranks only seventh (out of 14) in the U.S. survey, is the most highly compensated area in this survey. Internal audit and risk management also rank relatively high. Public accounting and taxation, ranked relatively highly in the U.S., rank much lower in the Middle East.

Alternate Career Paths

Compensation is only one part of the decision to pursue a given job and career. For many people, flexibility in working hours and career path is also important. Forty-four percent of both men and women surveyed would choose to reduce their working hours and take a corresponding decrease in compensation. This is greater than for the men (29%) and women (42%) in the U.S. survey. Middle Eastern women on average are interested in a greater reduction than are men.

The percentage of men for whom this is relevant (74%) is slightly more than for women (70%), but of the group for which this was a relevant consideration, more women (50%) than men (33%) would pursue the career flexibility option.

These figures contrast with those from the latest U.S. survey in an interesting way. Fewer U.S. respondents had

Table 13: Average Salary by Management Level, Certification, and Education

	Top Management			Senior Management			Middle Management			Entry-Level Management		
	N	Mean	Median	N	Mean	Median	N	Mean	Median	N	Mean	Median
Baccalaureate	59	30,140	14,000	151	29,785	11,100	207	22,506	9,600	103	12,250	3,300
No CMA	46	22,452	11,493	111	23,175	9,000	161	20,217	8,417	89	12,129	3,000
CMA	13	57,342	40,000	40	48,127	32,500	46	30,465	12,000	14	13,018	8,350
Master's	22	45,681	39,000	38	66,409	41,300	60	30,289	23,950	19	46,124	31,980
No CMA	12	51,317	55,425	20	58,076	37,000	34	22,323	18,500	12	33,601	19,500
CMA	10	38,167	32,000	18	76,213	70,000	26	40,706	30,750	7	67,592	68,046

this as a relevant concern (62% of women and 59% of men), yet, of that group, more women (86%) than men (71%) would prefer that option.

A final factor impacting compensation is career interruptions. Eight percent of the respondents have had a career interruption of at least six months, with women (15%) more likely than men (7%) to have had such an interruption. This is one-third the comparable rate (24%) from the U.S. survey for both men and women.

A substantial difference exists between the U.S. and Middle East surveys with regard to the impact of career interruptions on compensation. The U.S. survey found a significant negative impact on average salary from an interruption—8.5% for women and 11.8% for men. A similar analysis of the Middle East data surprisingly indicates higher average salaries for those who have had such a career interruption, probably because more people with substantial experience take a leave than do newly hired employees. Unfortunately, there isn't enough data to isolate the effect of this variable on compensation.

Average Salary Profile

Table 13 presents average salary earned across management level, certification, and level of education. (There weren't enough responses from women members to also analyze the data by gender.) When looking at the table, keep in mind that many other factors (such as industry, experience, and organizational size) also affect compensation, so adjustment for them may need to be made when applying these numbers to specific cases.

As expected, Table 13 indicates that salaries generally increase as a person moves up in management, that certified members earn more than noncertified members, and that those with a master's degree earn more than those

with just a baccalaureate.

An exception to these rules is that, on average, entry-level managers with a master's degree earn more than middle managers. This may reflect a rise in starting salaries for accounting professionals as demand for qualified people increases.

Pursuing Advancement

This is an interesting time to start surveying the compensation of IMA members in the Middle East. From an economic perspective, the past several years have certainly been challenging to many. The observed disparity between the compensation of men and women members adds to the challenge women members face. Yet a bright spot for all is the fact that only 2.4% of survey respondents indicated they were unemployed, which was close to the 2.0% in the latest U.S. survey.

The results of this survey indicate the value of higher education, professional certification, and professional experience in advancing your career and earning higher pay. These results should encourage members in the Middle East to pursue these avenues for advancement as they progress in their careers and expand the field of management accounting in the region. **SF**

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