

INVESTIGATIVE STUDY OF GENDER EQUALITY IN THE PUBLIC SECTOR IN OMAN

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Abstract: A fundamental discrimination against women exists internationally in terms of the involvement of women in the workplace and advanced positions. The gender gap is a major situation in the MENA region including Oman. Lots of factors permeate in generating the problem, such as social, cultural, and policies. However, it still ambiguous how these factors connect to foster a prominent gap between the two genders. And thus, women need to overcome many challenges to enjoy a good reception in the workplace compared to their male peers. This research investigates the preliminary feedbacks of qualitative studies conducted to explore the condition of women in the Public Sector in Oman. To complete this research, some previous studies that talked about this problem were read in the first place. The aspects that need more depth were identified. After that, a questionnaire was conducted to determine the size of the problem in the Sultanate of Oman. A sample was chosen to perform the questionnaire, and the sample was from OQ company due to its good reputation. The analysis detected that gender stereotyping and the workplace legislation that stratifies specifically to females have been the base reason for the gender gap in the labour market.

1. INTRODUCTION

1.1 Background of the study:

In 2015 statistics indicated that internationally, 72% of males aged 15 and above have jobs, in contrast with just 47% of females (UNDP 2015). Recent studies indicate that labour force discrimination carries on being a hindrance to gender equality (Bobbitt-Zeher 2011), and Hummel (2017) stated organizations are still struggling to achieve or even provide the obligatory opportunities to push woman employees to success. Al-Subhi (2016) pointed even females with high potential, capacity, and ambition advance more slowly than men regarding professional advancement and pay, despite the fact they both utilize the same management strategies.

The representation of females in MENA countries is very limited in the workplace due to Arabian Gulf traditions and values that date back to the pre-oil period (Abdalla 1996). In the Arabian Gulf, females are expected to fill professions of education, health (mostly nurses), and jobs that are in the lower end of organizational hierarchies; advanced management positions are confined for male employees (Abdalla 1996). Al-Lamky (1999) believes that since 1970 the development of human resources in Oman has gained notable improvements on an equal basis by employing women to play a part in the new transformation, yet that has not resulted in equal involvement of females in the labour force regardless of an equal percentage of both genders in Oman's population.

Many substantial kinds of research have been done regarding women's educational leadership in Western and Asian countries, yet not till recently, the status of women and leadership in the in MENA begun to attract the researchers'

attention (AlWahaibi 2019). As stated by McElwee and Al-Riyami (2003) few types of research done about women playing leadership roles in the GCC countries. Since working women's situation is still ambiguous in Oman which might decrease the chances to find solutions also, not enough researches were done in this field. Though the labour market has progressed a lot in providing opportunities for women, it still not enough compared to what is allowed for men. The project will be focusing on the public sector in Oman because in contrast to the private sector is more desirable for Omani women. Moreover, students chose the OQ company because it has progressed in a noticeable way and constantly working to provide a better work environment for all its employees, and it is a rebranded company that integrated nine core businesses which will allow the students to investigate more than one work environment in one company.

1.2 Aim and objectives of the study:

Aim: This study is going to acknowledge the significance of equality between the workers regardless of their gender and to highlight the causes of gaps between men and women in the workplace. Also, to establish the extent to which the public sector in Oman has progressed in achieving gender equality in the workplace since 1970, the initiation of Oman's new era, and agendas of modernization.

1.3 Research objectives:

- 1- To assess current status of gender equality in public sector in Oman.
- 2- To understand the significance of gender equality in the workplace.
- 3- To compare and contrast the gender equality status in public sector in Oman with other countries of MENA region.
- 4- To uncover facilitating and inhabiting factors for the current status of gender equality in public sector in Oman.

The scope of the study:

Project scope is the section that locates and documents a list of certain and accurate study aims, deliverables, characteristics, tasks, and deadlines of the investigated study (Heather 2018). This research discusses gender equality in the public sector in Oman in terms of recruitment and leadership position. This research is based on the employees/employers in OQ Oman, the company is spread in 16 countries, yet the researchers will study the condition of the working environment in OQ's Liwa Plastics Industrial Complex (LPIC) only. The period for this project conducted has been over for about ten weeks. The sample size for the survey consists of 30 employees to study employees' perspective and 10 employers to understand gender equality in OQ from employers' perspective. Additionally, an interview will be conducted with one of the female managers working in Liwa Plastics Industrial Complex (LPIC) where the questionnaire will be distributed. However, due to time constraints and the crisis that the country is currently going through (Coronavirus), the investigation will be conducted on the Internet.

1.4 The relevance and Significance of the study:

Data produced from this study can be used by the managers of OQ company to enhance the work environment for women as it will enable them to realize the importance of offering equal opportunities in the long term and the company's future. Data gathered will help the managers of the OQ company to initiate a better evaluation system that considers employees' performance regarding their gender. The stakeholders of the OQ company may obtain a close-up picture of what are the improvements that need to take a place. The researchers who are interested in advocating women's rights can acquire a real story about women in the workplace in Oman.

1.5 Expected Outcome:

The Sultanate of Oman is witnessing a huge progression in women's situation and their perseverance to gain equality with males. However, women in Oman still face obstacles in progress, and only a few types of research were done to investigate these obstacles nor how to overcome them, so this study aims to provide some examples of these challenges that women must deal with within the workplace. Pointing the challenges will be followed by assessing the status of gender equality in public. Additionally, this study will suggest a solution to overcome the gender gap in the workplace and will suggest how to employ women without creating barriers between men and women. Furthermore, comparing what is verified in Oman in the aspect of gender equality in the workplace and what's happening in other MENA region, will clear up the potential changes that will happen in the Oman labour market.

2. LITERATURE REVIEW

2.1 Women in public sector – Local vs Global trends:

Fair representation of both genders in public sector employment helps to obtain openness and representativeness in the workplace and enhanced the quality-of-service delivery by earning a better understanding of the citizenry (OECD 2015). Public sector's employment condition considered to be more suitable for women due to its flexible working hours, varied professional path and choices, proportion job stability, and attractive payment and benefits packages (OECD 2015). The public sector's modernization in its services and reinforcement of essential public service values may have been other factors to attract women to join the public sector employment (OECD 2015). Additionally, the mean of female wages is 86% of the public sector in contrast with only 76% of the private sector which indicates that women prefer the public sector because there is a smaller gender pay gap (Shi, Kay, and Somani 2019). Women represent fewer than 30% of senior management roles in the government sector compared to 50% of clerical positions which indicates the urgency to establish policies that fix the obvious occupational segregation in the public sector (Shi, Kay, and Somani 2019).

ONA (2020) interpreted, the position of the Omani women in the past fifty years in the field of work has developed tremendously and have gained their rights through international human rights conventions and have become an important element in the Oman Vision 2040 and collective action strategies. ONA (2020) claimed that Omani women occupied 42% of the total workforce and 26.6% of the public sector. Omani women have a stronger presence than men in education, health, social services as much as their presence in monetary and insurance activities (ONA 2020).

2.2 Public sector workforce composition – local Vs global:

The composition of the workforce in the public sector is the basis of planning, as it is necessary to understand the demographic composition and the supply of the workforce in the country to obtain the appropriate and required several workers at the right time and place and perform the correct tasks, which helps in managing the workforce properly, reducing costs and achieving performance optimum (Ukessays 2017).

As for the composition of the workforce in the Omani labor market, it contains a diversity between local and expatriate workers who are of different cultures or ethnicities, and this leads to a diversification of work, just as Oman does not contain a local skilled workforce, so it has always relied on expatriate workers for the sake of Upgrading its economy According to the World Tribune report that the expatriate workforce in the Sultanate of the government sector amounts to 54% of the total workforce in the country, according to the latest statistics in 2009 of the Omani Ministry of Economy, where the number of expatriates reached 900,248 people compared to 1,967,180 of the population. Expatriates have a high percentage of the labor market in the Sultanate, and in view of this, the government implemented an "Omanisation policy" to replace expatriates with Omanis at the beginning of 2009 (Ukessays 2017). the female employees tally for 51.8% (3,558) of the recent Omani appointees in the government sector only. However, the rate of women appointees in the private sector is only 22.6% (Al Hasani 2015). In 2008, about 7,603 female citizens had quit a career in the private sector contrast with only 331 Omani women had left from the government sector. In the same vein, couple studies found that private sector offers fewer promising figures for females. Consequently, female employees accounted for 2.3% of the private sector, while they accounted for 35.1% of the government sector (National Center of Statistics and Information 2014).

In 2010 Oman witnessed great changes, as public sector jobs were created for Omanis and the wage rate was raised to 200 Omani Rial, and from which the unemployment problems that the Sultanate was suffering from for not employing Omanis decreased from 15% in 2011 to 5% in 2013, but the rate quickly increased when it increased The number of graduates and the rate of youth unemployment in 2017 reached 37% for males and 63% for females, and despite the government's efforts to improve conditions, raise wages and provide jobs for Omanis, it is still facing many difficulties and problems.

According to Belwal, Belwal, and Al-Hashemi (2019) despite the continuing turmoil in the public sector, it is still a global problem, as the share of public employment in developed countries is close to 22% of the total employment and is dispersed from 8 to 30% in developing countries. In the past few years, globalization has led to great changes with regard to employment levels for the public sector, as it was noticed that there is a significant shortage of public sector employment, and among them, the International Labor Organization recommended that statistics be made on the public sector, which is the first of its kind at the global level (Belwal, Belwal, and Al-Hashemi 2019).

2.3 Entry Level and Senior Positions Held by Women Across Different Industries:

Coury, Huang, Kumar, Prince, Krivkovich, and Yee (2020) published that for every 100 male employees being advanced to managers, only 85 female employees were promoted. A study conducted in 2010 detected that male employee received 15% more promotions than their female peer. Likely, the involvement of females in senior-vice-president positions is progressing very slowly; it increased from 23 to only 28 in the past five years (Coury, Huang, Kumar, Prince, Krivkovich, and Yee 2020). In the same vein, what makes it even harder to understand the condition of females in the senior position is because lots of organizations’ commitment towards enabling equality between employees is not always interpreted into visible action. 78% of organizations report that their commitment to providing fair opportunities among the employees is a top priority for their CEO has increased from 56% from it was in 2012 (Yee, Thomas, Krivkovich, Finch, Kutcher, Cooper, Epstein, And Konar 2016).

The Consultative Council in Oman was only restricted to men till his majesty Sultan Qaboos issued a decree that gives women the right to join; and two females were elected (Amzat, Alani, and Ismail 2017). In 2003 his majesty appointed the first female minister. Another improvement in the involvement of females in public offices was when 14 Omani women were appointed to be in the State Council (Al-Talei and Fatany 2009). In 2004 an Omani woman duly appointed to become Minister of Education. In 2009 the rate of females occupying leadership positions in Oman was 5% and 18% of the total workplace. Regardless of all the developments in the representation of women in Oman, lots of changes need to be made. Females are remarkably depreciated in middle and upper management positions, yet they are overrepresented at the bottom of the hierarchy in both government and private sectors (Al-Lamky 2007).

2.4 Global best practices for women inclusion:

Internationally, women’s involvement in the labour force is getting better. In 2014, 84 American females were elected to the House of Representatives with an increase in the of women inclusion to be twenty percent out of 435 members (D’Agostino 2016). In 2013 females filled more than 50% of all managerial positions in the USA. D’Agostino (2016) pointed out that female employees keep lagging in senior management positions in government and private sectors. Canada was placed first on the index for having women representation in public sector leaders by 45%, then Australia listed second by 37%.

More than 50% of countries made steps towards parity last year. The first sixteen countries that top the list of most gender equality countries recorded improvement by 3.3% a year (Hutt 2019). Kiamba (2008) said that many researchers found that institutions with women administrators found to be better managed judging from the quality of organizations’ performance. Kiamba (2008) suggested females lead differently and better than males.

Region	Percentage of Women in Senior Management
Africa	38%
Eastern Europe	35%
Latin America	33%
European Union	30%
North America	29%
Asia Pacific (APAC)	27%

Table 1: The ratio of females in senior leadership in different region.

Source: (Catalyst 2020)

2.5 Woman Participation in Operational role in Public Sector:

Pre oil era began in the GCC countries, the massive pattern of the workplace was based on a detachment between family life and work life. Consequently, males and females were required to play their inevitable roles where females must be responsible for domestic work and males must do the financing (Mansour, Al-Awadhi, Al Nasiri, and Al Balushi 2020). In 2019, the percentage of women in advanced positions has increased to be 29% which is the best rate ever to be recorded for women in senior positions (Catalyst 2020). Broschak, Davis-Blake, and Block (2008) pointed out that

researchers indicated that women are increasingly appointed in leading positions in every section of the economy, foremostly in built-up areas, while the involvement of women in rural areas is still poor. Recent investigations detected that more than three-quarters of women in the workplace were employed into lower job classifications like clerical positions (Broschak, Davis-Blake, and Block 2008). César and Alberto (2009) highlighted that more than half of working women are nurses and teachers, which does not indicate a constructive picture of the involvement of females in the workplace because nursing and teaching are strongly associated with women. Additionally, female employees have only a few opportunities to obtain decision-making positions and few females are recruited in some sectors like communication and gas and oil jobs.

Locally, the Omani government keeps promoting start-up businesses by females. The government revealed that the involvement of Omani females in the handicraft and traditional industry is very notable, yet the number of women in the private sector is still weak, not satisfying, and insignificantly presented in advanced positions. For example, females' participation in technological and information industries (Al Subhi 2016).

2.6 Hiring, promotion, and attrition rate for women in the Public Sector:

Lucio (2010) stated that internationalism is a political concept that works and argues in backing economic cooperation. Countries joined the movement to combine and set up a global market where countries benefit from common interests. Oman was compressed to enable women's rights in workplace employment. It also generated more rivalries demands in the market (César & Alberto 2009). The Omani government has adopted a lot of principles and implemented them in the labor market. Therefore, women in Oman were motivated to enter the market and work in different careers.

Omani women are hired in different industries. 30% of Omani women are hired by the education department, 30% of women in public sector defenses departments, around 15% of women are working in wholesale and retail of vehicle repair goods activity group, and 9% are working in the health sector and social work ("Knowing and Solving – From the Gender Audit to the Gender Equality Plan" 2017). If we consider the occupations, there are a lot of specialists in Omani women. 30% of Omani women are specialists (César & Alberto 2009). 27% of them are technicians in a science subject. The attrition rate of women is changing over time in Oman. In general, female employees are impressed by their employers. An attitude of their work, organizational changes, psychological composition, attitude towards their work, etc., are the factors depending on their attrition rate (César & Alberto 2009). Promotion is given to Omani women in all industries. Once they completed one year, they will get a promotion as an increment in salary. Over the period, their work designation also will be changed because of promotion (Jansen, Zayed, and Osmann 2016). Omani women are accorded a wide range of health services that range from childcare to mother care. The Ministry of health department offers good package for reproductive health behavior in Omani society. As per child law, education is compulsory in Oman till Class 10. In scientific research, Omani woman is showing their participation. One Omani woman named Dr. Mona worked as a team member of a famous Japanese team who won the Nobel prize for medicine in the year 2018 (Observer 2020)

2.7 Social and cultural patterns that discriminate against women:

Gender stereotypes are fortified and validated by the traditional roles of male and female that were generated from interpretations of culture and religion (Abdul-Aziz and Moussa 2015). Caroline (2010) interpreted that acting seriously towards the culture works on raising concerns about enabling gender equality. Along the same line, organizations are hesitating to promote gender equality because it could "interfere with domestic culture", so they don't adopt gender equality in their organizations for ethical reasons (Caroline 2010). Culture is connected to gender because it formed the expectations about attributes and attitudes that are considered appropriate to both genders. To put it simply, gender is shaped by culture. A lot of societies have a strict pattern of what jobs are appropriate for women and the patterns of a "man's work" and these patterns vary from society to another (Caroline 2010). Kiamba (2008) asserted in societies that are controlled mainly by men, male leadership is evaluated to be a more acceptable shape of leadership. A leader is a person that provides vision and significance for an organization. That being so, leaders are similar and genderless, yet there are lots of scepticism when a female assigned as a leader. Consequently, in many cases, gender more than any other aspect which determines the role a person is filling (Kiamba 2008). Many studies indicate those concerns and doubts about women in advanced positions are baseless. These wrong beliefs about women do not seem to be over till women themselves create an alternative culture that will defy the implemented traditions that dictate females what they must do.

The Sultanate's Personal Status Law gleaned from Shari'a law which means that males and females are allocated various rights (Al-Talei 2009). Omani women face many restrictions on legal, religious, or social causes. For example, a judge is a profession that is only restricted to men, regardless of the enormous number of Omani women working senior legal

positions. In religious terms, many Omanis believe in the hadith which says, “No people will ever prosper who makes a woman their ruler” (OCHR-Oman (2020). Despite that contemporaneous intellectuals have cast doubt on the authenticity of this Hadith.

2.8 Government legal obligations regarding woman participation:

Females’ employment decisions are controlled by the policy context. Suitable legislation is the key to guarantee further involvement by female employees in entrepreneurship (OECD Auditorium 2018). Recently, countries have been working to construct their legal frameworks fairer in terms of providing equal opportunities for both genders in both levels, locally and internationally (OECD Auditorium 2018). Countries differ in the way they are moving forward with these reforms and encouraged for various reasons. Therefore, their differences must be considered when studying a county’s legislation (OECD Auditorium 2018). Customary laws have a major impact on the application of local laws and regulations. OECD Auditorium (2018) continued that many studies done by UN Women indicated that twenty-four percent of males who were chosen from MENA countries said they support the bare minimum dimensions of gender equality. The domestic legislation must be based on equality and non-discrimination especially, the laws that have less relationship with the economic sector because they might impact females in the entrepreneurial activity. In the MENA region, Provisions is still behind in terms of women empowerment and most of the family laws limit females’ ability to involve in the workplace. Interestingly, in the MENA region, the workplace legislation is an embodiment of gender equality right from the outside, yet once zooming to the details of various laws, that are “protective” laws which stratify to women only to decrease the ‘hazardous’ task for them (Mansour, Al-Awadhi, Al Nasiri, and Al Balushi 2020). Up to this day, there is not a country in the region that has fair opportunities for both genders.

Since the embarkation of Sultan Qaboos in 1970, he aimed to do all the changes to enable women empowerment. And thus, the governmental policies have functioned an important role in the progress of women’s contributions and involvement in the workplace (Mansour, Al-Awadhi, Al Nasiri, and Al Balushi 2020).

2.9 Benefits of Female Inclusion and Diversity in Public Sector:

Equal access to economic opportunities of both genders in public sectors and even private sectors helps to achieve a fair, impartial, and more maintained economy (OECD Global Forum on Public Governance 2014). Despite the fact that women are making up half of the world’s population, they generate only 37% of the world’s gross domestic product (Brown 2020). As stated by Brown (2020) achieving gender equality in the workplace will benefit the business in so many aspects: organizations will have a wider talent pool, different gender means different -or more- perspectives which will increase the creativity in the workplace and accessing more opportunities, boosting group work by benefiting from women’s skills in reading nonverbal cue that was suggested by scientific studies women tend to score higher than men.

3. RESEARCH METHODOLOGY

3.1 Research Design:

The study investigates the opportunities and obstacles in the workplace for women in comparison to men which is why exploratory research was followed to complete the research. Exploratory research is one of the essential methods for qualitative research which is followed to gather descriptive information regarding a problem that hasn’t been investigated plainly before and limited information available about it (Bhasin 2020). The main intent of conducting the exploratory study is to answers primary research questions (Bhasin 2020). There are various ways to apply the exploratory study, yet this research will be using secondary research, expert surveys, and open-ended questions. Approaching the qualitative data for this research maximized the room for expectations and capturing insights into the problem that were not anticipated and kept the work on the right path by focusing on the work’s objectives (Fuchs 2017). The primary data was collected in two stages; the first part was by distributing well-structured online questionnaires for downstream -one of the business units in OQ company- employees and the second stage is interviewing female managers and one male manager. Hence, the collected data utilized to write a descriptive research design about the condition of working women in Oman.

3.2 Population of the Study:

Bhandari (2020) defined the population as the whole group in which the study is drawing a conclusion about. Therefore, for this project, the study population consisted of OQ company employees that have approximately 6,500 employees from 40 various nationalities including 1,000 women. Yet, due to the huge number of employees, the researchers will only study the condition of the working environment in OQ’s Liwa Plastics Industrial Complex (LPIC), which has

approximately 410 employees. The reason for selecting (LPIC) is because it's a key asset in the company where most of the operations are made, so studying the state of working women there will indicate a close picture of women working in the oil and gas sectors.

3.3 Sampling Technique and Sample Size:

The researchers employed the stratified sampling method to select subjects for the survey. Thomas (2020) interpreted stratified sampling is dividing the population into symmetric subpopulations that differentiate them by certain characteristics. For this study, the survey was distributed first to female employees considering they are the assets of this study's objectives. Likewise, stratified sampling enables the researcher to review female answers' first. Also, Phone interview was conducted with the (LPIC) Operations General Manager.

The examined area of the company is (LPIC) the has about 410 employees yet the researcher collected information from 40 employees as it's 10% from the total population.

3.4 Research Instruments and Validity and Reliability Testing:

A research instrument is a tool employed to gather or obtain data, measure, or examine and resolve data that is pertinent to the topic of the research (Wilkinson and Birmingham 2003). In this research, a questionnaire was employed to obtain data about OQ's work environment for women. A questionnaire is a research tool that contains written questions designed for the purpose of collecting data for a study. The researchers used 21 closed-ended questions and one open-ended question. The first part of the questionnaire contained demographic survey questions such as age gender ...etc to indicate how diverse the work environment is while the second part of the closed-ended question was about their opinion of the work environment in terms of gender equality. Additionally, the researcher used phone interviews to collect information from the company's managers.

Reliability and validity are concepts applied to estimate the quality of data by articulating how good are the method and technique used to collect the data (Middleton 2020). Questions of the survey were built in consideration of what was collected from information during the literature review to make certain they were illustrative of what every employee should know. Content validity was guaranteed by uniformity in managing the questionnaire. The online questionnaire sent to the employees by the investigator personally. The language used in the questionnaire was simple to ensure every participant understands the content. Instructions were given to the employees who have difficulties in using the internet. Content validity is ensuring a test is illustrative of all features of the construct (Taherdoost 2020).

Reliability was guaranteed by reducing origins of measurement inaccuracy such as data collector bias. It was reduced by the investigator being the only person to manage the questionnaire and distributing the questionnaire to employees from both genders, nationalities, ages, and working in different offices or departments. Also, the participants were guaranteed privacy. Likewise, reliability is concerned with consistency while validity is concerned with the accuracy of a measure (Middleton 2020).

3.5 Data Collection Techniques:

Quantitative research is a methodical inquiry of phenomena by gathering data that can be expressed or measured and presenting statistical techniques (Watson 2015). It is classified into primary and secondary data. For this research, the primary quantitative data was gathered from employees working in OQ's Liwa Plastics Industrial Complex (LPIC) using sampling methods and sending out an online questionnaire. Also, the other primary quantitative data used in this study is an in-depth interview. An in-depth interview helps to capture rich, descriptive data about the subject being studied by using one-on-one engagement with a person connected to that subject (Steber 2017). The secondary quantitative data was collected from E-journal articles, E-books, and websites.

3.6 Data Analysis Technique:

The in-depth interview was analysed using content analysis. Elo, Kääriäinen, Kanste, Pölkki, Utriainen, and Kyngäs (2014) defined content analysis as a tool of summarizing by counting different parts of the content and locating the presence of specific words or concepts within qualitative data. This method is done by categorizing the data into themes and sub-themes to make it more comparable. Furthermore, quantitative data that was represented in the questionnaire were analysed statistically by using MS Excel for the statistical tools like pie charts and bar charts were created based on the giving data. These methods are convenient since they are non-biased and highly statistical.

3.7 Legal, Ethical and Social Considerations:

To begin with, the participants were informed of the purpose of the study by written word that was attached to the questionnaire link. Likewise, they were assured that their identity will remain confidential and anonymity as well as they were kindly requested to fill the questionnaire with no obligation to participate. Additionally, Consent to tape recording for the interview was acquired and they were assured that the tape will be destroyed after the final submission of the study.

4. DATA ANALYSIS AND PRESENTATION

Level of Hierarchy:

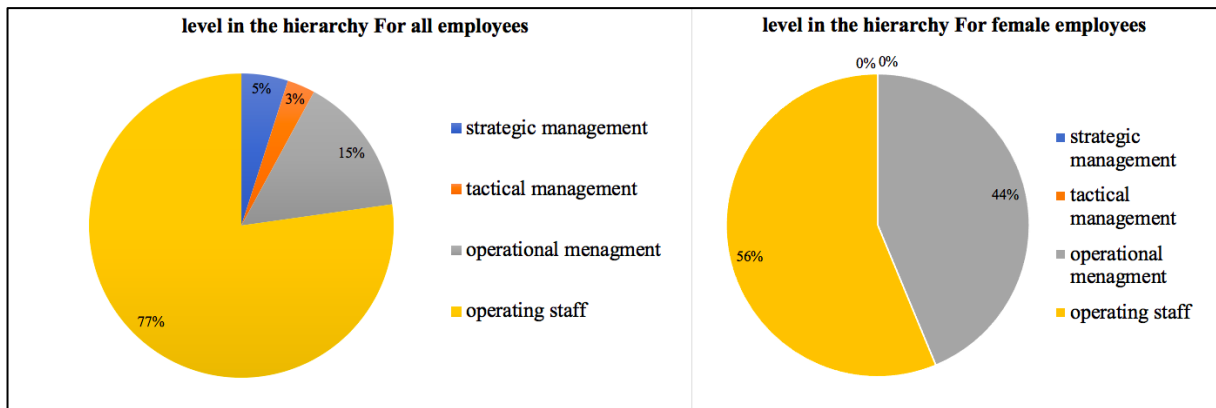


Figure 1: The level in the hierarchy of the participants.

Note: The same questionnaire link was distributed in two phases. First, it was sent to female employees, the investigators got 16 from them. The results were captured in case a comparative will be needed for analysing the data. Then on 20th December 2020 the same link -contains the answers from female participants- was distributed to male employees. Therefore, the first chart says “The level in the hierarchy for all employees” female + male participants. Thus, the answers from all the employees.

The purpose of this question was to highlight the representation of females in the company across all its organizational levels. The first chart illustrates the level of hierarchy for all the participants, yet the second chart illustrates the level of hierarchy for female participants. The percentage of female employees working in strategic management is 0% compared to 5% of the male employees working at the same level. Additionally, 0% of the female employees working in tactical management compared to 3% of male participants. All the female participants are working in operational management and operating management by 56% and 44% respectively. Thus, the representation of women in managerial positions is still poor. The normative model indicates that having equal representation of both genders in an organization’s management must lead to enhancement in organizational effectiveness because of greater use of human resources (Harel, Tzafrir, and Baruch 2003). Women are blocked from higher positions in the workplace because simply they are women and minorities (Elliott and Smith 2004).

Majority of The Employees:

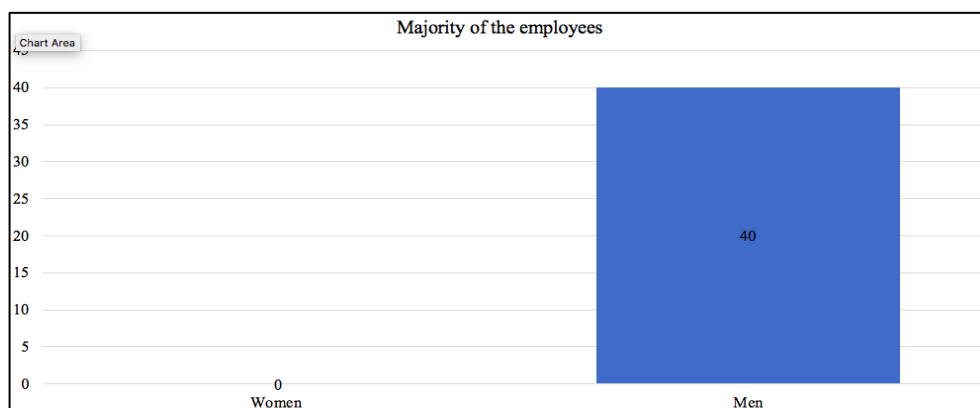


Figure 2: Most of the employees in each department.

The question asked the employees about “the majority” of employees in their department.

As it is evident in the graph, 40 employees out of 40 answered “men are more in my department”. Elliott and Smith (2004) applied, women have fewer opportunities in the workplace compared to men, thus will require various remedies.

Prefer to Work More with Which Gender?

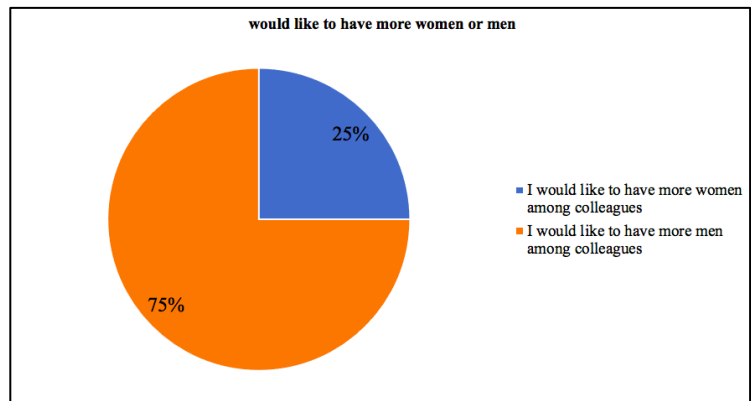


Figure 3: Would you like to have more women or men?

About 75% of employees prefer having more men among their colleagues, a small percentage of 25% prefer having more women among their colleagues. According to Khazan (2014), many researchers found that employees who were born in early 90's preferred to work with men, yet Millennials were more divers in their answers but still “men” was the common answer. The reason might be because of the decades of the workplace and societal gender discrimination and the common belief that a woman can't advance at her career unless she acted more like a man (Khazan 2014).

Level of Education:

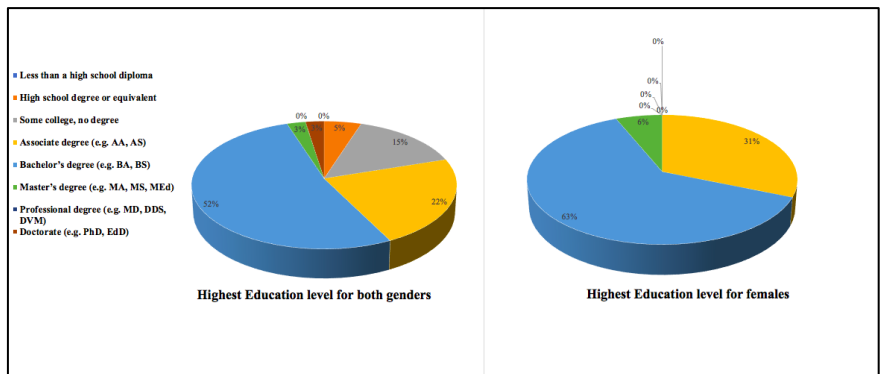


Figure 4: Employees' level of education.

The female participants had had a high level of education with 52% of them acquired bachelor's degree then associate degrees by 31% and 6% of them have master's degrees, while 0 of them were employed without degrees. On the other hand, there are 5% of male employees who were hired with a high school degree, and 15% went to college but with no degree. Hakim (2004) stated researchers found that females have an equivalent of more than one-and-a-half year of extra education and approximately one-year extra workforce experience than what their job demands. Elliott and Smith (2004) indicated females depend more on education compared to males to get into greater levels of power.

Employees Want Gender Equality:

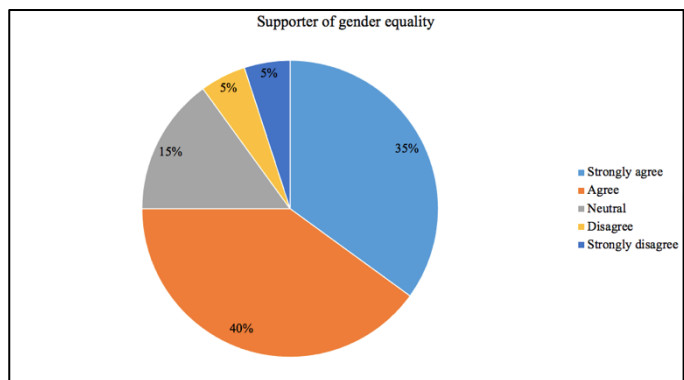


Figure 5: You are a supporter of gender equality in the workplace?

35% of employees are strongly supportive of gender equality in the workplace. The chart also indicates that 40% of employees support gender equality. On the other hand, 15% are neutral to this case. However, the number of non-supporters of the cause and the number of strongly non-supporters were equal, as each of them was 5%. The main goal of gender equality is to gain equal results and opportunities for both parties (Australian Government 2018). Unfortunately, the statistics show that there are still people who do not support this cause.

Employees Want Gender Equality:

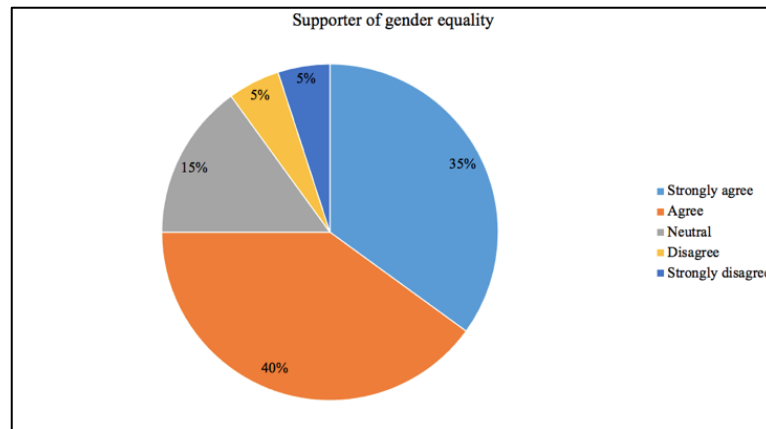


Figure 6: You are a supporter of gender equality in the workplace?

35% of employees are strongly supportive of gender equality in the workplace. The chart also indicates that 40% of employees support gender equality. On the other hand, 15% are neutral to this case. However, the number of non-supporters of the cause and the number of strongly non-supporters were equal, as each of them was 5%. The main goal of gender equality is to gain equal results and opportunities for both parties (Australian Government 2018). Unfortunately, the statistics show that there are still people who do not support this cause.

Employees Believe in Gender Equality:

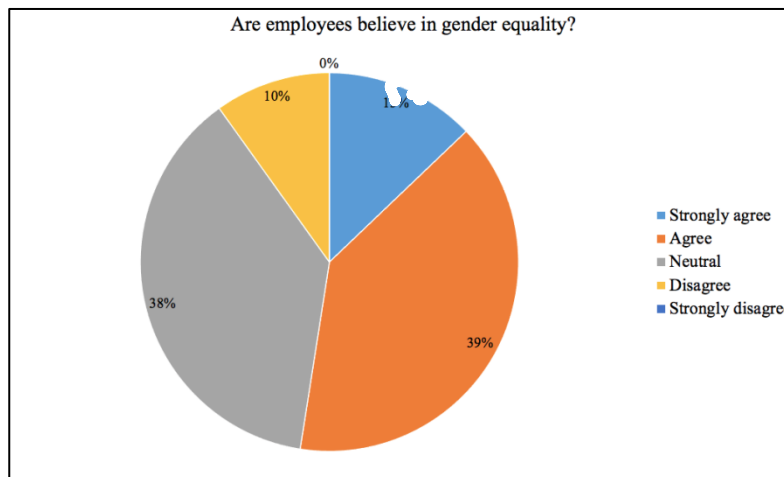


Figure 7: You believe there is gender equality in your workplace?

13% of the employees strongly agree that gender equality exists in their workplace, and 39% agree. On the other hand, 38% are neutral, and 10% disagree. The World Economic Forum report indicates that the economic gender gap has been reduced by only 3% from 2007 to 2017; This means that it will take 118 years for gender equality to be fully achieved economically (Pascall and Lewis 2004). The reports confirm that it will take a long time and that this issue needs a real study and a solid plan to achieve equality.

Gender Equality is Applied in OQ Company:

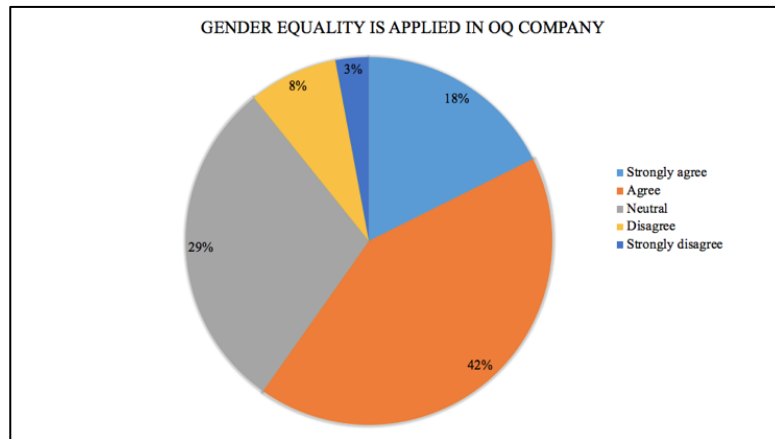


Figure 8: Is gender equality applied in OQ company?

18% of employees strongly agree that women get equal opportunities for promotion in OQ, and 42% agree. 29% of the employees are neutral. On the other hand, 8% of the employees disagree, and 3% strongly disagree.

A study in 2012 proved that the percentage of women in senior positions in ministries and government departments is only 29% (EIGE 2020). All this confirms that there are no equal opportunities between women and men to get promotions.

Ever Experienced Gender Inequality:

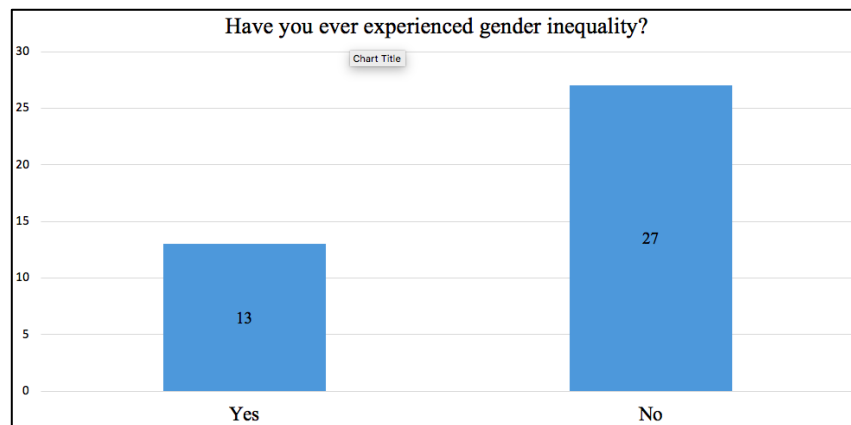


Figure 9: Faced gender inequality?

The majority of 68% of the participants believe they didn't experience gender inequality, while 33% of them been through a gender inequality situation. (Gupta 2020) the researchers found that most organizations refuse to acknowledge the inequality between genders considering the separation of gender issues in the organizational and professional sphere, and this confirms the view that social beliefs and ideas are formed as practices in organizations.

The Challenging Jobs for Both Genders?

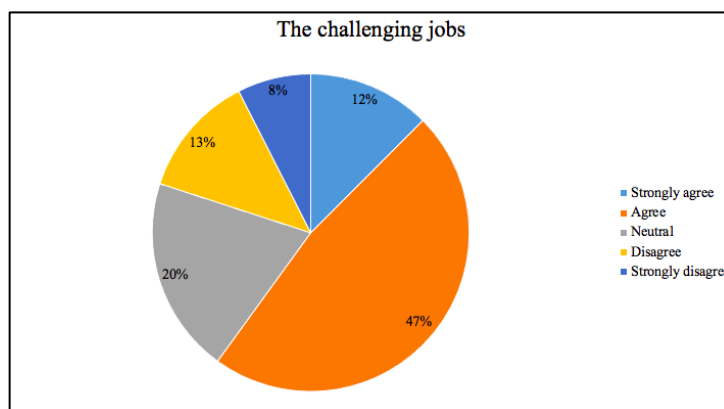


Figure 10: The challenging jobs.

The preponderance of the participants (47%) feels the challenging jobs are restricted to men. 20% of the contributor were neutral about that statement, 13% voted to disagree, 12% of them voted “strongly agree” that challenging jobs mostly available for male employees, and 8% voted “strongly disagree”. De Pater, Van Vianen, Fischer, and Van Ginkel (2009) indicated that male and female workers do not vary in their preference for performing challenging jobs. Challenging jobs are rarely available for women (Fassinger 2008).

Opportunities for Women in OQ Company:

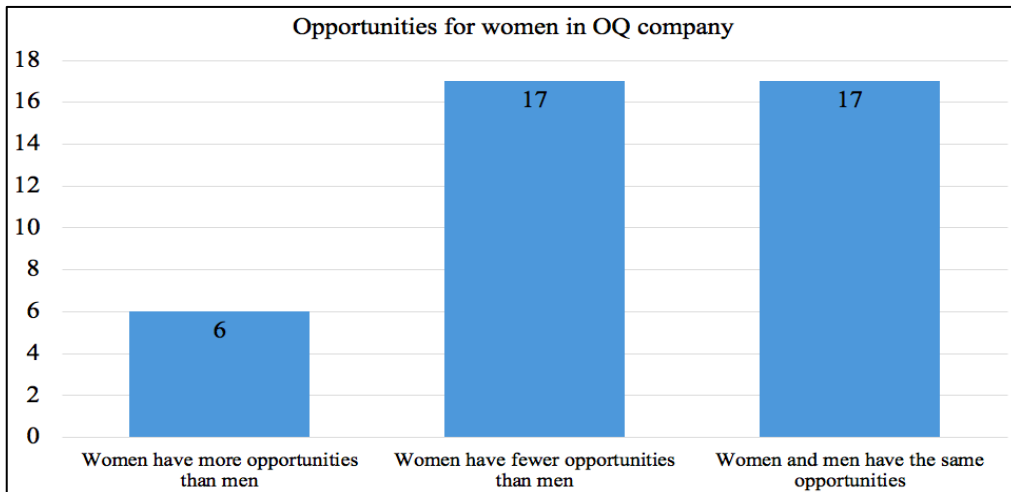


Figure 11: In OQ company, do you think that women have more, fewer, or the same opportunities to advance as men?

Out of 40 participants, 17 of them feel that women in OQ company have fewer opportunities than men, and an equal number of participants feel that both genders have the same access to opportunities in the company. However, 6 participants feel that women have more opportunities than men. Discrimination against women exists in hiring, work conditions, and referral contexts (Coffman, Exley, and Niederle 2019). OQ company has a population of 6,500 employees, yet only 1,000 women.

Job Security:

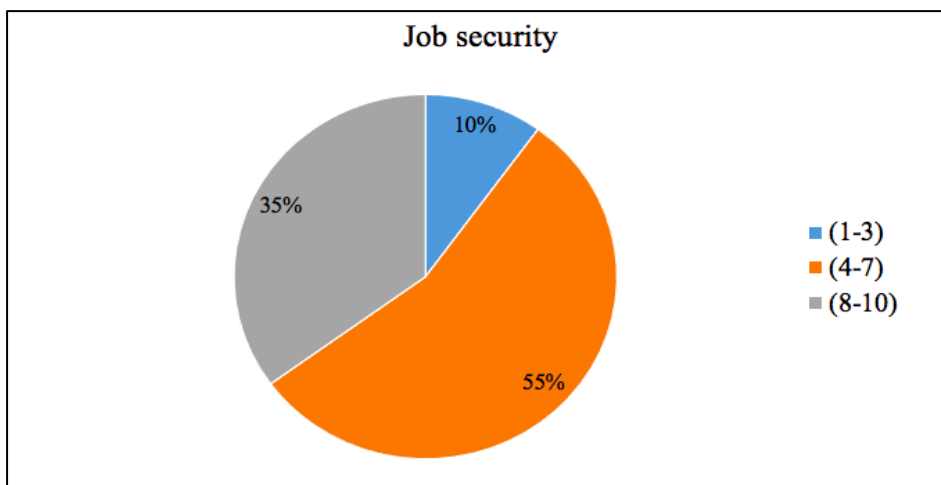


Figure 1: On a scale of 1 to 10 (1 being not secure and 10 being very secure), are you with your current role at your job?

The pie chart indicates that 10% of employees do not feel secure about not losing their jobs, 55% feel an average level of secure, and 35% feel very secure. This indicates that most OQ employees feel secure in their current job. Feeling secure for all employees is almost impossible. Companies always find a way to develop and grow, so no one is indispensable unless he/she provides enormous value to the organization (The Economic Times 2016).

Job Interviews:

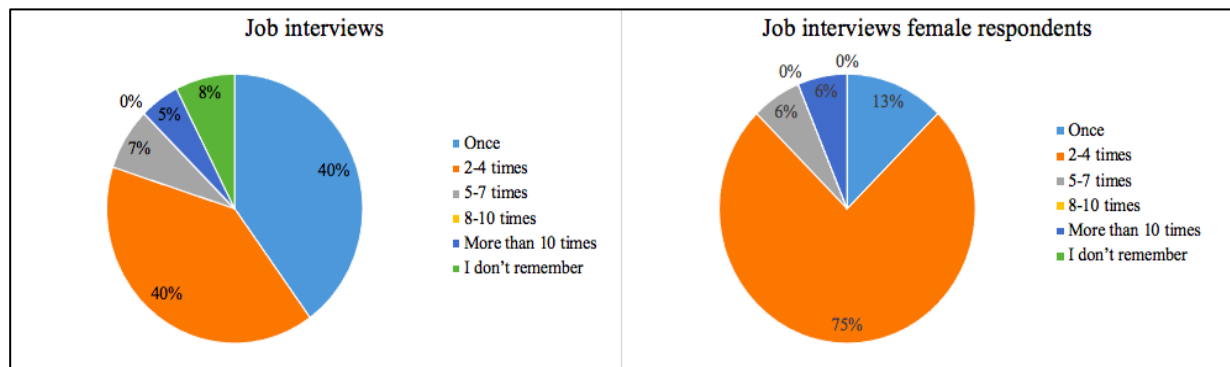


Figure 13: Before you start working here, how many times have you been in a job interview?

This question required capturing the results before and after distributing the questionnaire to male employees. The first chart illustrates both genders respondents where the majority (40%) voted for “once” and “2-4 times” equally. Yet, in constraint to the second chart, only 13% answered “Once” they did job interview before they got hired. More than half of the female respondents (75%) had had from 2 to 4 interviews before they start working at OQ company. Coffman, Exley, and Niederle (2019) stated employers prime concern hiring males than females even when both applicants have the exact same qualifications. Workplace gender discrimination generated from the belief that females should be restricted to certain tasks only (Coffman, Exley, and Niederle 2019).

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