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**A Qualitative Analysis of the Gender Gap in the Workplace  
from Females' Perspective. Case Study: The Administrations of  
Ibn Khaldoun University -Tiaret-**

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## **Abstract**

The current study revolves around the co-existence of gender gap in the administrations of Ibn Khaldoun University-Tiaret, from female administrators' perspective. Our endeavour is to measure several aspects of gender inequality mainly: sexism, gender discrimination, and stereotype; therefore, male/female inequality has been raised. Our intention to cover this topic was not coincidental, but it was a deliberate attempt to uncover the real factors that contribute to the phenomenon from sociological and psychological perspectives. We examined women's gender inequity in an Algerian society by taking into account gender as an intervening variable. In order to undertake this research, a focus group, a questionnaire and an observation are used as research tools with a sample of 50 women from different administrations at Ibn Khadoun University- Tiaret. The findings of this endeavour exhibit that women in administrations still experience gender inequality/discrimination during work in the light of the increasing rates of women's employment.

**Keywords:** Gender gap; gender discrimination; stereotype; gender inequality

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## **DEDICATION**

*Our genuine gratefulness and warmest regards stand straight to dedicate this research work to our beloved father **MEHMOUDI Ramdhan** -may Allah make his abode in his spacious gardens- you are always engraved in our hearts and souls.*

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## **General Introduction**

Gender gap in the workplace is a universal phenomenon, though its redundant co-occurrence is context-bound. Due to this gap, in Algeria, women and men do experience gender inequality in the workplace. This latter could be characterized among employees in terms of rewards, payment, promotions, day off. There are several outcomes of the gender gap in the workplace such as: gender discrimination, gender inequality, and differentiation. The persistent of gender pay gap (ABS, 2015), and gender segregation by industry, men are dominant in construction, transport and manufacturing and women are dominant in education and health sectors, (ABS, 2014). Rich data about different aspects of gender inequality have been provided by this research, but the level of organizational strategy is needed to be focused, we recognize that achieving gender equality in the workplace is a long journey of development and sustainability for each organization.

Female/male inequality in the workplace is of central importance to many aspects in human life and gender studies. Yet, to the best of our knowledge, no one has pursued in research this topic in particular, here in Algeria, the gist of this work is about the gender disequilibrium in treatment that all workers and administrators, in particular, encounter every day at work.

Gender inequality in the workplace has been stubbornly persistent across multiple dimensions, this latter is considered as a complex phenomenon in organizations that can be seen in organizational structures, processes and practice, here we focus on female perspective and how they have experienced gender inequality which means disparities between men and women, we focus on female administrators as our main participants. Therefore, the goal of our research is to identify, examine and analyze how female administrators from different social backgrounds, who

work at different administrative workplaces, experience and perceive gender inequality and what are their attitudes towards the aforementioned phenomenon. In this prospect, the main objectives of this endeavour are:

- ◆ Conduct desk research to understand the factors that explain disparity among female administrators.
- ◆ Observe the employees to conduct and assess gender gap in the workplace.
- ◆ Examine the impact of males' behaviour, attitudes and language on females.

Gender inequality is one of the most extensively investigated subjects across different disciplines that plays an important role in public and government policy debates, due to historical perspective, women have been fighting for their rights in society; gender inequality have been studied predominately from their point of view. In this regard, our research questions are:

- 1) How women administrators visualize men's attitudes at the workplace?
- 2) How men dominate at the presence of women employees?
- 3) How is gender inequality considered by females in the workplace?

In order to answer these questions, we hypothesize the following

- 1) Gender gap at workplace prevails more in public sector than in private sector.
- 2) Gender gap increases stress level in female workers.
- 3) Gender gap decreases job satisfaction in female workers.

To support or refute our hypotheses we have opted technical tools and methods that were used with a sample group of about 50 women from different administrations in Ibn Khaldoun

University. Further, we have supported our research methodology with an observation and a questionnaire, in order to promote our research with authentic answers.

Gender inequality is one of the most extensively investigated subjects across different disciplines, in the light of all that have mentioned, the first chapter seeks to outline the major concepts regarding the topic at hand, including the gender disparities and differences

The second chapter is devoted for the datasets and the methods that are provided in our investigation besides sampling. Finally, our third chapter deals with the discussion of the findings, some suggested recommendations besides the limitations of the work.

# **Chapter One: The Co-existence of the Gender Gap**

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## **1.1 Introduction**

Gender inequality continues to impose limitations on the progress of women in a number of ways, discrimination in the workplace can be observed through occupational segregation (Weeden, 1998) this study is conducted and guided by three main theories which are patriarchy, inter-sectionality and feminism. These theoretical frameworks will help to explain the subordination that women might face and many inequalities that are taken into consideration, in order to address theoretical frameworks, this chapter will present and cover the main details of gender gap and its current prevalence in the workplace especially in the Algerian context.

## **1.2 Theoretical Framework**

### **1.2.1 Patriarchy**

The existence of male-dominated power structure, in which gender relations and structures subordinate women, is commonly used in feminist writings to explain the prevalence of gender inequality in such societies (Hunnicut, 2009; Wharton, 1991). On the other hand, the existence of male-dominated power structures may make up societies to act in a way that it is disadvantageous towards females and subordinate them.

According to Hunnicutt (2009), he argued that patriarchy is a system where the social disposition of men is privileged over that of women, which is seen by structural as well as ideological dominance. This dominance by men varies according to the historical context, religious, economic, political conditions and social space, which include consideration of socio-economic status, race, ethnicity, age and other identities that impact gender status (Hunnicut, 2009).

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Similar to Hunnicutt's opinion, Einspahr (2010) said that patriarchy is a system where men are privileged in comparison to women based on male domination, irrespective of man's choice to exert power over women's experiences of that power. In other words, the opinion of Einspahr (2010) has shown that one of the main issues in patriarchy system is a disparity between genders in earnings.

Many forms of group-based inequality are tangled together in a patriarchal culture. Women's inequality cannot be adequately addressed simply by working to get women "*a bigger piece of pie*" (Johnson, 1997) if this is all we do, some women will succeed, but women who succeed will be those who are male-centered and male identified, who conform to patriarchal values (Faludi & Stiffed, 1999). The subjugation of women is not the central dynamic driving patriarchy; patriarchal culture is deeply misogynistic and valorizes masculinity. In such culture, women are seen as less than fully human and as less trustworthy particularly when accusing men of sexual misconduct (Johnson, 1997).

What derives patriarchy as a system, what full competition aggression and oppression is a dynamic relationship between control and fear. Patriarchy encourages men to seek security status and other rewards through control (Becker, 1999), to fear other men's ability to control and harm them, and to identify being in control as both their best defense against loss and humiliation. In this sense, although we usually think of patriarchy is terms of women and men, but it goes beyond the connotative meaning. The oppression of women is certainly an important part of patriarchy, but paradoxically, it may not be the point of patriarchy. Although oppression of women is not be the point of patriarchy because a system that is male-identified, male-controlled, male-centered will inevitably value masculinity and masculine traits more than women (Falud & Stiffed, 1999).

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Women are invisible when they do something well, such as raising children to become healthy adults or coming up with a brilliant idea at a business meeting (Johnson, 1997). Since the 20<sup>th</sup> century, feminists writers have used the term patriarchy as a concept to refer to the social system of masculine domination over women, those feminist writers have developed a number of theories that aim to understand the bases of women's subordination to men (Meagher & Michelle, 2011).

For more clarification, let us take some examples; the way in which patriarchy is evident in our daily life. For instance, when a man raises his voice to express an argument, and insects on his point of view without permitting woman to utter a single word, his action is likely to be described as "Aggressively Patriarchal", another example is taken into account, if a woman complains of sexual harassment at her workplace, and all the men in her office reject that this could never happen, the reasoning of men can be described as being "Typically Patriarchal" man makes all decisions and also hold position of power and authority; so from what we have mentioned in these examples, we found that it is probably true that patriarchy restricts women's mobility and reproduces male dominance that makes gender gap in the workplace. Real women and real men are essentially different in patriarchal cultures (Johnson, 1997).

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### **1.2.2 Intersectionality**

The experiences of women are distinguishable based on many identities that contribute to one's social beings as race, ethnicity, age, sexual orientation, ability, and level of education (Crenshaw, 1989).

According to Crenshaw (1989), he has brought a critical view of a feminist approach and has conducted a single-axis system because of the rareness of comprehension and the better understanding of how women can intersect on the basis of her race and ethnicity. According to her, the subordination of women varies depending on race privilege, for being more obvious for instance, a women may experience discrimination based on her gender, or race in which intersectionality has its roots. So, it is considered as a double-discrimination (Crenshaw, 1989). Intersectionality paves the way for researchers to measure gender inequality from distinct dimensions (Crenshaw, 1989).

Intersectionality has been developed and prolonged upon, since Crenshaw's (1989) theory has been introduced to feminist thoughts based on gender and race. Current work on intersectionality includes also ethnicity, class and sexuality in understanding gender inequality (Ackerly & True, 2010; Hrnois, 2017). Some other scholars have argued that culture is also considered as part of intersectionality (Patil, 2013), this is because not all women have faced the same identities such as ability, age, and nation (Collins, 2015).

Crenshaw (1989) has shown how monistic definitions of discrimination which define sex and race as mutually exclusive categories render the stimulation experiences of gendered racism. Her concept can help organizations to better understand the dimensions of gender inequality and its complexity especially from women. She used intersectionality to denote how race, class,



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gender, and other systems combine created intersectionality and shaped the experiences of many women by making a room called room for privilege (Crenshaw, 1991). Crenshaw used the term of intersectionality just to show the disadvantages caused by intersecting the gender frameworks that may create a political, structural conditions and a representation of violence aspects against minorities in the workplace and society (Crenshaw, 1991).

### **1.2.3 Feminist and Feminism Ideology**

Feminism is considered as a bunch of social, political, and ideological movements that aim to define the political, economic, personal, and social equality of the sexes (Beasley & Chris, 1999; Mendus, 2005; Hawkesworthmary, 2006; Lengermann & Niebrugg, 2010; Brunell & Burkett, 2019). It has been clarified that men in their societies have such priority rather than women who are treated inequitably within those societies. So, feminist scholars among them Gamble and Sarah (2001) are fighting and making efforts to establishing educational, professional, and interpersonal opportunities and outcomes for women to become equal to men. Feminist movements have campaigned and continue to campaign for women's rights, including the right to: vote, hold public offices, work, and earn equal wage (Echols, 1989). Feminist theory, which emerged from feminist movements, aims to understand the nature of gender inequality by examining women's social roles and lived experience; feminist theorists have developed theories in a variety of disciplines in order to respond to issues concerning gender (Gilligan & Carol, 1977; Chodorow & Nancy, 1989). Numerous feminist movements and ideologies have developed over the years and represent different viewpoints and aims. In the 19<sup>th</sup> century, first wave feminism was a period of activity especially in the UK and the USA; it focused on the promotion of equal contract, and property rights of women. Often referred to as suffragists (Lobor, 2010). Second wave feminism beginning in the early 1960s view women's cultural and political

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inequalities and discrimination as unsolvable phenomena that may encourage women and enable them to understand their personal lives deeply besides reflecting on sexist power relations that are purely manly. The feminist activist and author Carol Hanisch coined the slogan "The Personal is Political", which became synonymous with the second wave (Echols, 1989; Hanisch, 2006). It is considered as a result of the continuous pejorative positions of women when compared to men, due to oppression experienced by women (Labor, 2010). Other type of feminism was known as the third wave during the 1990s, it began to shift their focus on multiracial/multi-ethnic women's rights.

Gender reform feminists argue that structural sources (less value of women's work, low pay) contribute to gender inequality (Labor, 2005). So, from what we have mentioned before about feminism, we understand that societies have to increase the overall value of women in their various roles. Feminists believe that the presence of patriarchy and exploitation of women are the main contributors of gender inequality (Labor, 2005).

Feminist theories are varied and diversified, all analyze women's experiences of gender subordination and discrimination, the roots of women's oppression, how gender inequality is perpetuated and offer differing remedies for gender inequality. Liberal feminism has argued that women's unequal access to legal, social, political, and economic status cause women to be oppressed hence, their goal was to defend women's equal rights as men and give the opportunity to participate in the public sphere of education, politics and employment (West & Marilley, 1996).

Radical feminism has maintained that women's oppression originates from sexism the feminism theory sees sexism as the oldest and most pervasive form of oppression. The radical

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feminist leader figures as Shulamith Firestone, Kathie Sarachild, Ti-Grace Atkinson, Carol Hanisch, Roxanne Dunbar, Naomi Weisstein and Judith Brown argue that women's bodies are controlled through violence.

Marxist feminism has analyzed the ways in which women are exploited through capitalism and the individual ownership of private property (Desai, 2014). Marxist feminist authors in the 1970s, such as Margaret Benston and Peggy Morton of productive and unproductive labor in an attempt to shift the perception of the time that consumption was the purpose of a family, presenting arguments for a state-paid wage to home-makers, and a cultural perception of the family as a productive entity. In capitalism, the work of maintaining a family has little material value, as it produces no marketable products. In Marxism, the maintenance of a family is productive, as it has a service value, and is used in the same sense as a commodity (Vogel, 2013).

Marxists have claimed that patriarchy is produced by capitalism and will end with capitalism's demise (Castello & Budig, 2008). Socialist feminists have argued that patriarchy and capitalism are separate concepts. Psychoanalytic feminism is a social movement based on the work Sigmund Freud and his psychoanalytic theories. Psychoanalytic maintained that gender is not biological but it is based on the psycho-sexual development of the individual. Psychoanalytical feminists believe that gender inequality comes from early childhood experiences, which lead men to categorize themselves to be masculine, and women as feminine. It is further maintained that gender leads to a social system that is dominated by males; the aim of feminism is to call for transformation of women in all domains (Chodrow, 1991; Lerman, 1990).

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Post-modern feminists avoid overacting causes or solutions of gender inequality, but they focus on plurality and difference. The goal of post-modern feminism is to destabilize the patriarchal norms entrenched in society that has led to gender inequality (Ebert, 1991).

Post-modern feminists seek to accomplish this goal through rejecting essentialism, philosophy, and universal truths in favor of embracing the differences that exist amongst women to demonstrate that not all women are the same (Tong, 1991).

### 1.3 History of the gender gap

It is well established that gender inequality has been prevalent across the world. A research undertook by Schultz and Lantz (1988) Newspaper, they have found that women occupations were centered around domestic skills and personal services such as (housekeeper, cook, wet nurse) which have contributed to values and beliefs that led to women being exploited in the workplace. Gender equality has many views that is why, it is not considered as one homogeneous phenomenon. Gender gaps are clear, they extend healthcare, economic resources, time use, and decision-making power in the public and private sphere (Sen, 2001; World Bank 2001, 2011).

In a nutshell, as UNCF argued that gender equality refers to the equal rights, responsibilities and opportunities of women and men a. Equality does not mean that women and men will become the same but that women's and men's rights, responsibilities and opportunities will not depend on their sex. Gender equality implies that the interests, needs and priorities of both women and men are taken into consideration, recognizing the diversity of different groups of women and men (Lemoyne, 2011). Inequalities continue to exist in every part of the world, as stated by Sen (2001), "*inequalities between men and women are not the same everywhere*".

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### **1.4 Gender Stereotypes**

Gender stereotypes, as noted by Lips (2013), play a significant role in shaping how women are treated, especially with regard to employment. A meta-analysis of 136 independent effect sizes from experimental studies have analyzed various factors that scholars have clarified and revealed that gender bias exists in the workplace especially through stereotyping based on gender (Koch & Sackett, 2015). So, this meta-analysis showed that gender-role congruity bias for instance, is based on female gender roles and men leadership characteristics, women are not as favored as men in leadership positions, here we get gender characteristics and stereotypes that lead to greater gender inequality, especially in male-dominated occupations (Koch,2015).

Discrimination against women includes those differences of treatment that exist because of stereotypical expectations, attitudes and behaviors towards women.

Gender inequality remains a significant factor affecting the status of men and women in society. An example of this is a woman who deviates from the stereotype in which women are considered to be non-magnetic, it means they are timid and non-competitive instead of being intrusive presentation as an agent means confidence and competitiveness in job interview (Koch& Sackett,2015).This stereotype may make employees worry about continuing to accept the job because the woman has deviated from social expectations that in a male-dominated field is not well accepted (Koch, D'Mello, &sackett, 2015).

### **1.5 Sexism**

Sexism can affect anyone, but it primarily affects women (Cudd; Ann; Jones; Leslie, 2005). Sexism has been linked to stereotypes and gender roles (Matsumato, 2001; Nakdimand, 2001). In fact, it is believed that one sex is intrinsically superior to another(Witt,2017); for instance in the

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workplace some theories predict that individuals' sexism serves to outrage inequality which most women have experienced in the workplace. Gender discrimination may encompass sexism based on gender identity as we have witnessed in Algeria, there are persisting gender disparities on Algerian labor market. According to Shapiro (1968) the first time the term "Sexism" appeared in print was in Caroline Bird's speech "On being born female" Women continue to face barriers in the workplace especially here in Algeria that may hinder their career advancement, but men do not experience the same damaging effects of sexism, leaving them with less incentive to challenge sexist beliefs (Ramos et al., 2016).

### **1.6 Gender Status Beliefs**

Previous studies asserted that gender status beliefs negatively affect women, they position them in disadvantages spaces due to persistent gender inequality (Rashotte & Webster, 2005). Some studies have argued that Status beliefs are shared beliefs that people who belong to a certain category of distinction (e.g., men, professionals) are more socially worthy and competent than those who belong to another category (women, service workers); these status beliefs are usually the main and basic form of legalization of social ideology. Though, for Ridgeway (1997), the status of beliefs has to do with the differences in skills and competencies that are categorized on the basis of gender.

### **1.7 The Prevalence of the Gender Gap in the Workplace in Algeria**

The Algerian workplaces especially administrations are marked by significant gender disparities (Benhabib & Adiar, 2017). Discrimination against women is tackled to explain the existence of such inequalities (Talahite, 2009; Musette, 2011, 2013; Donnat, 2012; Lassassi and Hamouda, 2012). There are persisting gender inequalities in the labor market of Algeria, the

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major problem is the source of the breakdown of gender equality in the Algerian labor market, especially if there may be discriminatory grounds in the administrative sector. Algeria still suffers from gender economic inequality gap; Algeria is placed the 5<sup>th</sup> amongst 16 Arab countries (Global Gender Gap Report, 2018).

### **1.8 Gender Gap vis-a-vis Promotion**

The majority of the workplaces have the privilege to promote hard workers to motivate them to work hard and to retain valuable employees.

In addition to giving workers financial rewards, promotions afford them the opportunity to acquire new skills or additional training.

McKinney's study (2020) has highlighted the differences that exist between males and females, his study analyses that women are less likely to be hired into entry –level jobs than men, even if they carried more bachelors' degree, the disparity increases. Research has shown that 79 women are promoted to a manager compared to every 100 men around the world including Algeria. From here we find that most women would never make their way to higher positions because they are less likely to be promoted.

### **1.9 Gender Pay Gap**

As way of understanding the gender pay gap, various studies on the gender pay gap have asserted that women with higher educational attainment will experience gender pay gap differences less often than women with lower educational attainment (Addabbo et al., 2012; Mani, 2013; Sicilian & Grossberg, 2001). Several researchers have documented the influence of

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psychological factors when exploring the gender pay gap and overall gender inequality (Auspurg & Sauer, 2017; England, 2010; Lips, 2013; Tharenou, 2013; Stockdale & Nadler, 2013).

Accordingly, the case of Algerian women, they are employed but they got only half salaried status, genders play a big role on the pay gap, for instance in Algeria according to the last studies, show that male employees in Algeria earn 18 % more than their female counterparts on average across all sectors including administration (Average Salary in Algeria, 2021).

### **1.10 Language Use between Genders**

Do men and women use the language in the same way? This is an interesting question for anybody. Men are from Mars, women from Venus according to thousands of “pop” psychology and communication books.

We have conducted already something called “women’s register” it is through language by the popular linguist Lakoff in 1970s; she identified this topic and argued that women’s inferior place in society is maintained. She said that women use polite language, they talk as we can say in a polite way better than men, women use more tag questions for instance; “isn’t it? Haven’t you?” they avoid swearing, and use weaker directives, they express themselves without thinking and they use more empty and exaggerated adjectives for example the word “cute” more than men. Many researchers followed Lakoff’s approach and her original ideas about that topic, testing and highlighting gender differences in those who are more talkative ones, who interrupts more, who uses more minimal responses as “mmm, yeah”, and who controls the topic of conversation. Studies conducted in the field of language and gender gave birth to a myriad of causes which could free a space for interpretation and sometimes miscommunication between genders (Babou, 2012).



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Gender and Language is a moot and miscellaneous arena in the sphere of sociolinguistics, which has been proliferated so widely and rapidly spread in recent year (Babou, 2012). According to the deficit theory that considers women's modes of speaking as an essentially "Deficient" version of men's language (Sadiqi, 2003). The essentialist view was the bedrock of this theory concerning the relationship between gender and language. The American linguist Lakoff has subscribed to this theory with her work "Language and Women's Place". In 1975, Lakoff stated that even women are supposed to be bilingual in the sense that they know both men's and women's language and gain superior female's language abilities, females' language and behavior of handling conversations are often evaluated as handicapped and need a remediation (Henley and Kramarae, 1991).

Lakoff has maintained that women tend to end statements with rising intonation which is a characteristic of question rather than a falling intonation which indicates assertion; women tend to use requests rather than direct commands, and according to the normativeness of the speech community model that adjectives such as tough and aggressive should be male referential.

Lakoff (1975) has taken for granted that women carry the tendency to use men's language, therefore:

Most women who get as far as college learn to switch from women's language to neutral... if a girl knows that a professor will be receptive to comments that sound scholarly, objective, and unemotional, she will of course be tempted to use neutral language in class or in a conference. (p 6-7).

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### **1.11 The Impact of the Workplace Gender Gap on Women Employees**

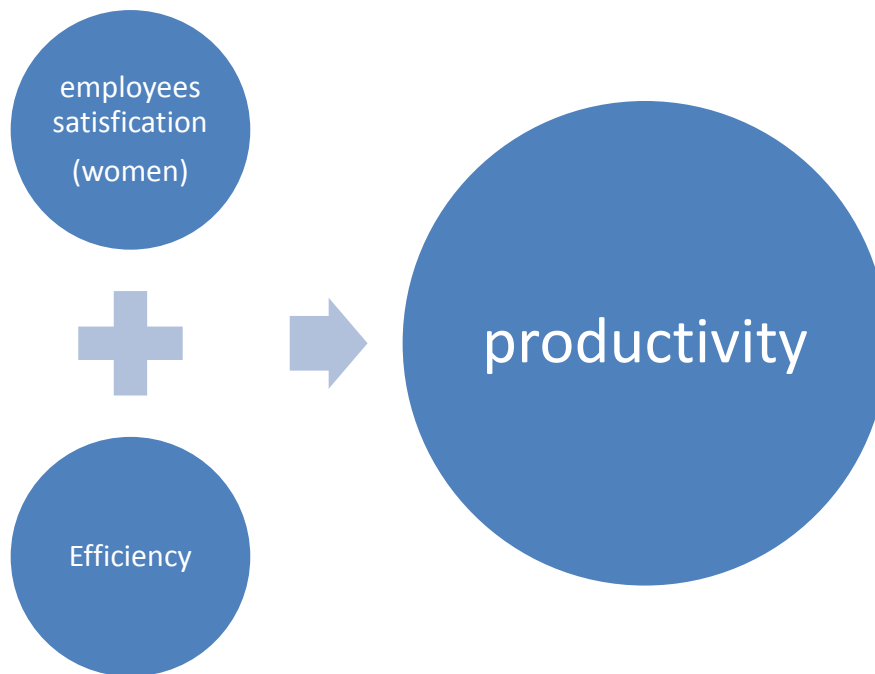
A large number of studies examine the effect of gender inequality in Arab regions including Algeria. In Algeria as in the rest of MENA region, women are traditionally seen as weaker than men and expected to be subordinate to them. Decreasing social inequalities is the most aim of all social change. These inequalities have taken many forms as an example salary gap , Algeria witnessed a gender gap in employment which persisted especially during the period 2010 to 2019 (Saleh, 2021), gender inequality has a huge impact on the stratification, motivation and stress level that women employees might face. These inequalities may turn women emotionally friable, simple peace loving employees transform into paranoid, awful and grumpy individual (Channar, Zahid, Abbassi, Ujan, & Imran, 2011).

In the case of sex discrimination, women in the contemporary work space are still experiencing gender inequality and all this is assigned by society. The contribution of women to society beyond the home depends on the dominant social attitudes in society. (Richard, 1980). Women had no legal identity, and they are perceived as dependent to men; furthermore, there are many types of discrimination that women might face and could affect them in their jobs. The first type is nuanced direct discrimination, this latter is an obvious form of discrimination which is easily detectable at first sight, an example of this may be some internal or external job advertisement that state only specific gender, in this case, men can be considered as candidates (Willy, 2000), this may show that man was treated more favorably than woman (Ross, 2008). The second type is entitled the indirect discrimination, this kind might appear as non-existent because it is harder to be proven, and this can happen when a requirement is applied equally to men and women, but that requirement has large disadvantages on other sex especially women (Ross, 2008).

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The Glass ceiling is a term used to explain the promotion gap that discriminates against women (Phelps, 1972). The assessment of employees favoritism is often used to detect gender differences, and this bias is generally biased towards men rather than women (Neiva and Gutek ,1980) women who suffered from discriminated act in the workplace will be dissatisfied employees and this may be considered as the main impact of gender inequality, but if there is a better personal development within the job, better conditions and equally treatment as men colleagues, women will be more satisfied and motivated to that workplace. Harwood from Woodbury University has suggested that an organization can be helped to achieve its purpose when employees are satisfied; this satisfaction derived from gender equality.



**Figure 1.1** Effects of Satisfaction, Kihlman (2010)

A report conducted by Lofstrom (2009) on gender discrimination and economic growth, he argued that gender inequality in the workplace leads to fair distribution of work as well as a higher productivity. Most inequalities between genders are a result or consequence of cultural

## **Chapter One : The Co-existence of the Gender Gap**

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beliefs, this idea is highly valid to a great extent in Arab regions especially Algeria, gender inequality eventually reduces economic growth and development and this refers to the cultural norms and traditional mentalities. (Al Rakhis, 2015).

### **1.12 Conclusion**

Gender inequality is not perpetuated exclusively through differential access and control over material resources. Gender norms and stereotypes reinforce gendered identities and affect the attitudes of women and men in ways that boost inequality. In this regard, the second chapter will depict the methodology used in this study, including the research instruments and the approach undertaken.

# **Chapter Two: Research Methodology and Data Analysis**

## **Chapter Two : Research Methodology and Data Analysis**

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### **Chapter Two: Research Methodology and Data Analysis**

#### **2.1 Introduction**

In this chapter, we will address the context of our study, participants; data that we needed to investigate the existing gender disparities, inequality, and discrimination between women and men. We will also discuss the procedures and research tools that we employed in our research, as well as the analysis of the survey in our investigation with female administrators who face gender inequality at the workplace.

#### **2.2 Context of Study**

The context of our study is the administrations in the departments of Ibn Khaldoun University in Tiaret city. We chose our population from the administrations in our university, the administration of English language and literature department, the administration of French and foreign languages department, the administration of Arabic language and literature department, administration of Laws and Political Sciences, and the administration of Economy department; there were enough number of females that work in the offices that might experience gender discrimination/ inequality vis-a-vis male administrators.

This study was conducted to highlight the gender gap that might co-exist between men and women in workplaces, this gap could be at the level of students' behavior towards women, males selection of language with the opposite gender, males' dominance in promotion, bias, stereotype besides detecting the extent to which female workers are sexually harassed.

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### **2.3 Participants**

The subjects of this scrutiny are females with different educational levels and different roles of practice, our attempt is to work on various gender gaps to uncover the existing gender inequality that happens at work, the gist of this work is not to give the complete attention to the analysis of gender gap, but rather to ponder what are the different gender gaps/disparities, how female interact with these disparities, and how they handle males' dominance so as to adapt on certain masculine behaviors every single day at workplace, each of our female informant deals with this criteria; that is why they vary from one to another. Most importantly, we chose 50 females as a population with different: age groups, civil status and educational level.

### **2.4 Methods and Procedures**

Our research method is a mixed method-approach; qualitative and quantitative. We are trying to dig deeper in gender differences, analyze these differences, after an immersed attention that was directed towards males' behavior vis-à-vis females' presence during time work, we employed "have-you-ever-experienced" procedure, and our attempt was to ask the employees questions concerning males-females relationship. In fact, the informants' feedback and reactions seemed to be spontaneous and sincere; since they render courageously how they witness a bunch of gender gaps at their work positions in the course of the day. Females boldly speak up and seemed to be fervent to answer all what concern inequality and the disparities with their male colleagues.

### **2.5 Description of the Questionnaire and the Observation**

In order to conduct this work, we have selected two research instruments, mainly a questionnaire and an observation. The first set of data is a questionnaire which was comprised of

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16 questions. The questionnaire consisted of 2 sections involving demographic and operational variables, concerning the problems that women face at work. 16 question with close-ended; open-ended; multiple choices questions. The aim was to conduct the survey with 50 women administrators at Ibn Khaldoun University in Tiaret from 21-23 May 2021 between 10:00 and 14:00. However, 45 employees responded, not all surveys were fully completed, because some women got discreet at work for responding to some questions that they found private. The second set of our data collection is an observation; we used this instrument during our presence at work. Our observation was focused on how men deal with women, the verbal language towards women, and how women act and react over it.

### **2.6 The Analysis of the Questionnaire Responses**

In this part of research, we are going to reveal graph-based representations of the results that we have collected from the questionnaire. This survey involves 45 females ranging from 25 years to 45 years old. More importantly to note is that our study encountered four age groups:

Group1: 25-30 (10 respondents).

Group2: 26-35(15 respondents).

Group3: 36-40(18 respondents).

Group4: 41-45 (2 respondents).

The respondents have, as it should be noted, various working positions at the administrations; formal writer, secretary, general secretary, English department secretary, low department secretary, head of organization, administrative manager, social guide, accountant, university activist.



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**Question 1:** Did you work in another job before working in this administration? If yes, did you face any problems that push you to resign and move from that institution?

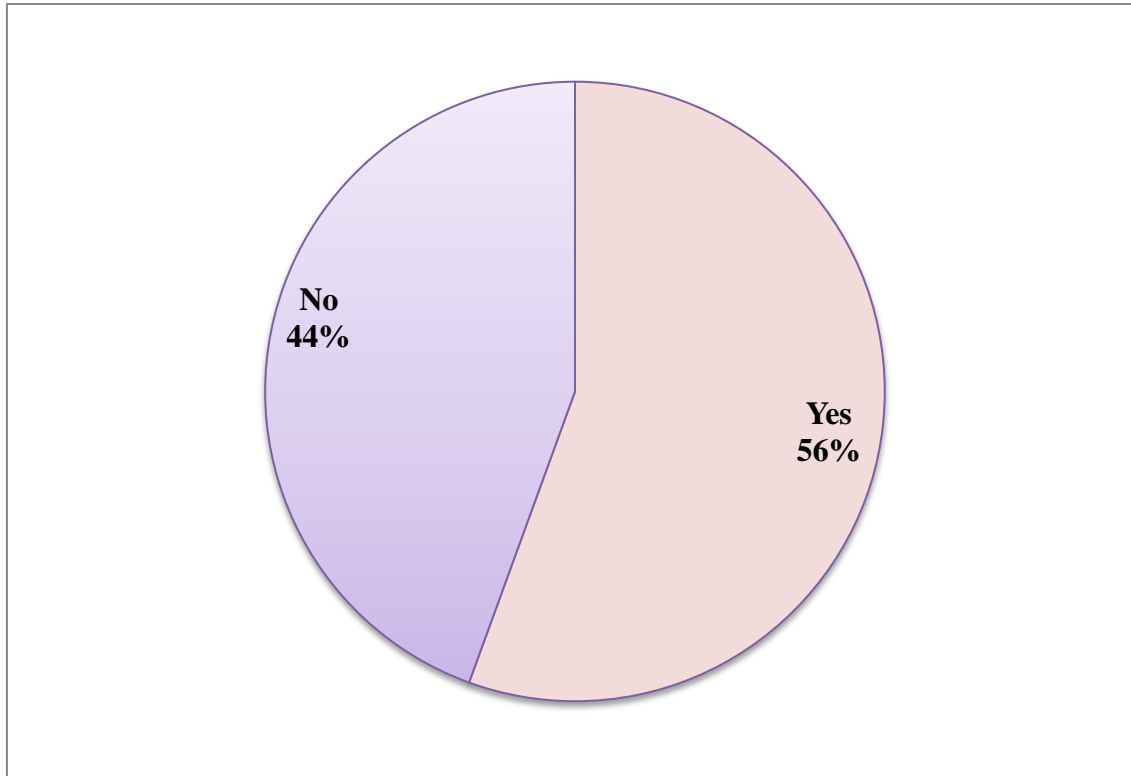
<b>Option</b>	Yes	No	<b>Total</b>
<b>Number</b>	35	10	<b>45</b>
<b>Percentage</b>	77.78%	22.22%	<b>100%</b>

**Table 2.1** Job Satisfaction

The objective of this question is to preliminary engage the informants into the questionnaire, to warm up the memory; since we seek to know whether women faced any problems in their current jobs at the administrations of Ibn Khaldoun University. The results of the first question reveal that the majority of women administrators at Ibn Khaldoun University with 78% argue that they work in other former jobs; meanwhile, (22%) of women state that they did not work previously in other workplaces.

The second part of the question shows that the majority of women resigned their post jobs due to several reasons that ranged between: full time job position, low salaries, health problems, discrimination between females and her colleagues, domestic problems, moving from one region to another, besides dealing with uneducated people who did not accept their files and have been rejected eventually mainly because they have negative attitudes towards women's employment.

**Question 2:** Are you satisfied about your current job? If No, do you think it is related to the absence of equality between you and the other gender?



**Figure 2.2** Job Satisfaction

The aim behind this question is to discover the relationship between job satisfaction and the lack of gender equality at work.

We cannot disapprove the fact that not all employees are happy in their jobs; (44%) among our female informants reveal, albeit they admit the fact that they are not satisfied with what they are doing at administration offices; they are obliged to work in such institutions due to some social and financial motives, as for the rest, (56%) claims that they approve their work positions.

As for the second part of the question, the majority of our participants face discrimination and inequality with the other gender; some of them find problems with the same gender (women), others complain about the lack of a strict administrative system at the workplace; furthermore, the

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misunderstanding when dealing with students, and the injustice between a permanent and a constant employee.

**Question 3:** In your opinion as an employee, does any discrimination exist between you and men within this institution? If your answer is yes, is it bothering you?

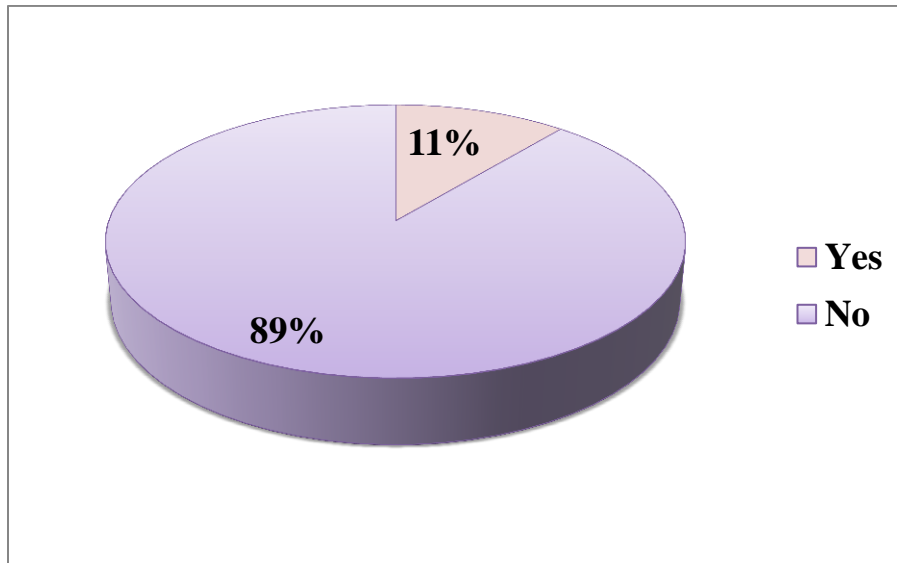
<b>Option</b>	<b>Number</b>	<b>Percentage</b>
Yes	15	33%
No	30	67%
<b>Total</b>	<b>45</b>	<b>100%</b>

**Table 1.3** Gender Discrimination

We designed this question to find answers about the link between job contentment and gender discrimination at work, and examine how women employees think about it.

Table 2.3 above reveal that 67% of our participants have responded negatively, that there is no gender discrimination at work; whereby the rest of the females, with 33%, have confirmed that men have superiority over women at work. This question is highly triggering because we would like as well to understand whether our participants are aware enough of males' behaviours or they are indifferent. However, it is noteworthy to mention that gender awareness would reduce much misunderstanding.

**Question 4:** Have you ever been rewarded for your work? If your answer is no, does this affect your job performance?



**Figure 2.4** Rewarding and its Effect on Job Performance

As raised by Otieno (2006) “*reward systems have the ability to attract the right employee, keep them and constantly motivate them to deliver desirable performance*”. Whether rewards in the form of time off, cards, or cash, they would increase the employees’ performance and job satisfaction will be achieved; moreover, it boosts morale and loyalty in organizations. However as shown in table 2.4 above, only 11% women obtained a reward at work, while 89% claimed that they did not get a pay-off for their hard work.

As for the second part of the question, women answers have shown that it is evident that the reward plays an important positive role on the employees’ behavior and motivation. The employees become more driven to perform their job tasks in a level that meets or exceeds the standards of the administration. In fact, the employers can see a spike in the level of interest among employees with a well planned reward system; whereas, others have stated that they do not bother getting a reward because they do not need to be positively reinforced to work, intrinsic motivation is deeply rooted in their answers.

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**Question 5:** Is your salary equal to what your male colleague earns? In case your answer is no, in your opinion, why and how there is no equality between you and the opposite sex?

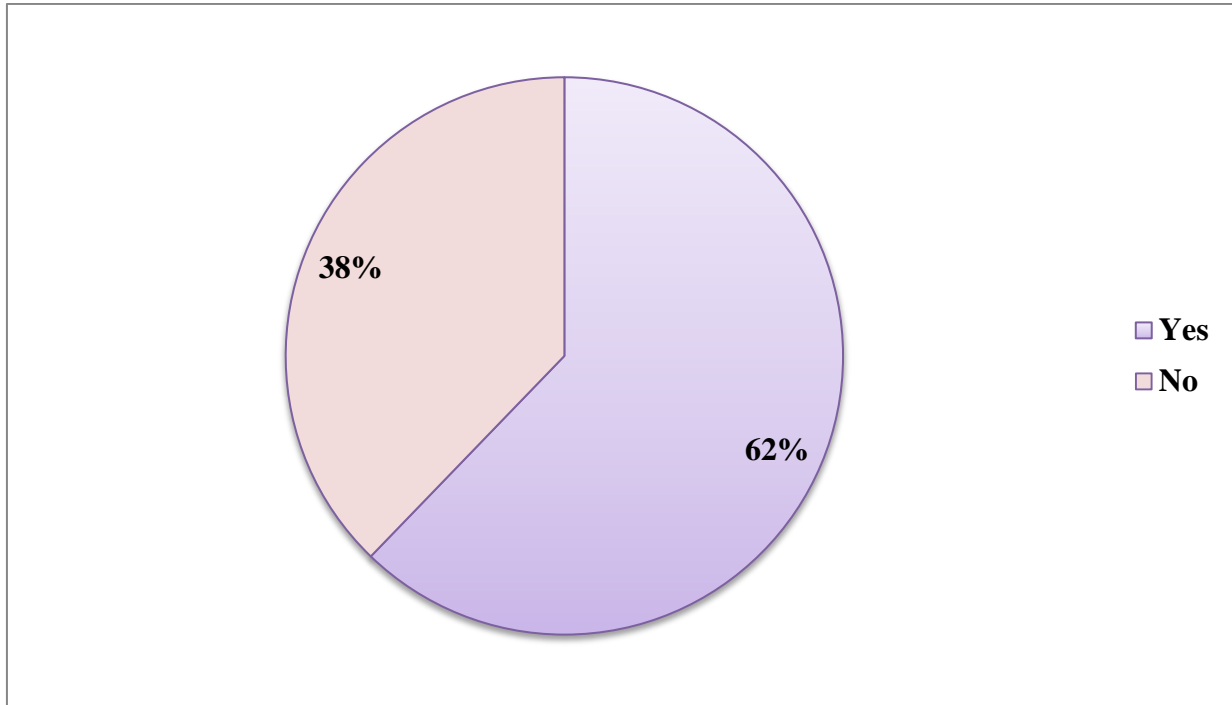
<b>Option</b>	<b>Number</b>	<b>Percentage</b>
Yes	35	77.78%
No	10	22.22%

**Table 2.5** Gender Salaries

The gender pay gap measures the difference between the average earnings of women and men in the labor force. It is an internationally defined measure of the position of women in the economy relative to men. Equal pay has been a legal requirement since the equal pay act was introduced in 1970. Despite this, pay discrimination remains rife. *“We know from our equal pay advice service that it is still happening.”* (Smethers, n.d.)

Evidently, our informants have argued that they earn the same wage as their male colleagues with 78%. While, (22%) of our subjects employees have claimed that they earn less than men, this may occur due to multitude of things, such as women work in fewer senior roles, women have other responsibilities like: childcare, responsibilities at home which prevent them from working in higher positions; most of the ladies do not negotiate about their need to earn more money, their responses show that they are grateful to be offered a respectful job.

**Question 6:** Do you use high skills at work? If your answer is no, what does it hold you back from doing so?



**Figure 2.6** Work Competencies

Figure 2.6 above displays that 62% of our respondents use high skills, commitment, teamwork, flexibility, problem-solving, communication skills, time management, intelligence and competency; however, (38%) of the female employees disapprove using high work performance; which means they do not employ any extra efforts to promote their ranks, they remain in their positions with light responsibilities, despite the lower salary they earn in certain times. On the other hand, the second part of the question, no one linked it to gender discrimination, in some cases, this type of promotion may be rejected, because the employee may feel confused. As a consequence, promotion is not an option.

**Question 7:** As a woman, have you ever been sexually harassed? If yes, would you please mention some of those acts!

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Option	Number	Percentage
Yes	08	17.78%
No	37	82.22%
<b>Total</b>	<b>45</b>	<b>100%</b>

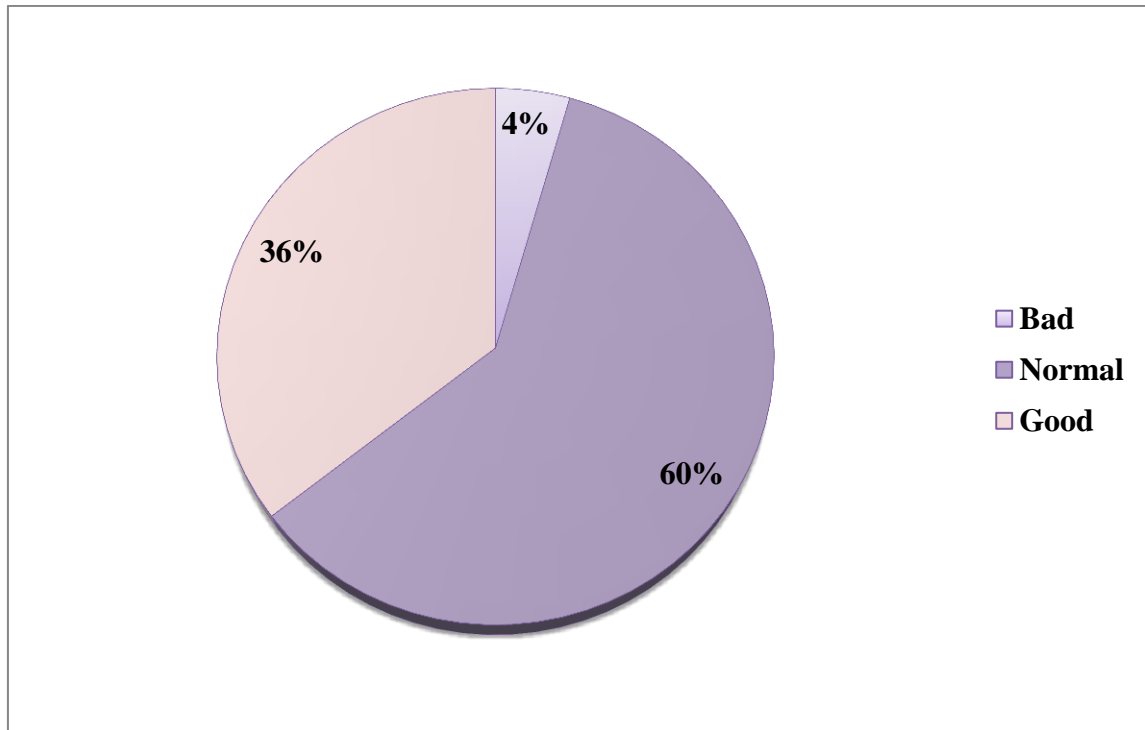
**Table 2.7** Sexual Harassment towards Women Administrators at the Workplace

Sexual harassment in the workplace is a form of discrimination based on gender negatively affecting the working environment, affecting gender equality in the workplace, creating anxiety and stress on women victim. Undoubtedly, it has a negative impact on the dignity and well-being of females' employees. Despite progress in raising employment, health and safety standards in Canada, too many people continue to experience harassment and violence at work. All workers should be protected against harm in the workplace including harassment and violence.

(Employment and Social Development Canada, 2021)

Significant numbers have shown that only 18% of women administrators have been subjected to sexual abuse, they experienced these behaviors more than once with different types of sexual harassment likewise: flirting, telling sexual jokes, making sexual remarks about her body, three women admitted openly how they have been sexually abused by their colleagues at work. However, (82%) of our participants put forward that they have never experienced sexual harassment of any kind. Probably, because they distance themselves more, and interact less with male colleagues.

**Question 8:** How is your relationship at work with your fellow men?



**Figure 2.8** Women's Relationship with their Opposite Sex at Work

Since healthy relationships between women and men at work have a direct impact on job satisfaction, and work performance, it creates an environment of trust and respect that makes it easy for colleagues to work positively. We seek to understand what the nature of relationships women make. The overall results display ranged responses from bad, normal to good work relationships between women and men fellows, it gets mediocre ratings with 60% of women who share a normal work relationship with their men colleagues, while 36% shares good and unique relationships, and only 4% has bad work relationship with their men colleagues.



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**Question 9:** How does your director/head treat you compared to how he treats your male colleagues?

<b>Scale</b>	<b>Bad</b>	<b>Normal</b>	<b>Good</b>
<b>Number</b>	1	30	14
<b>Percentage</b>	2.22%	66.67%	31.11%

**Table 2.9** Men-Women Head Treatment at Workplace

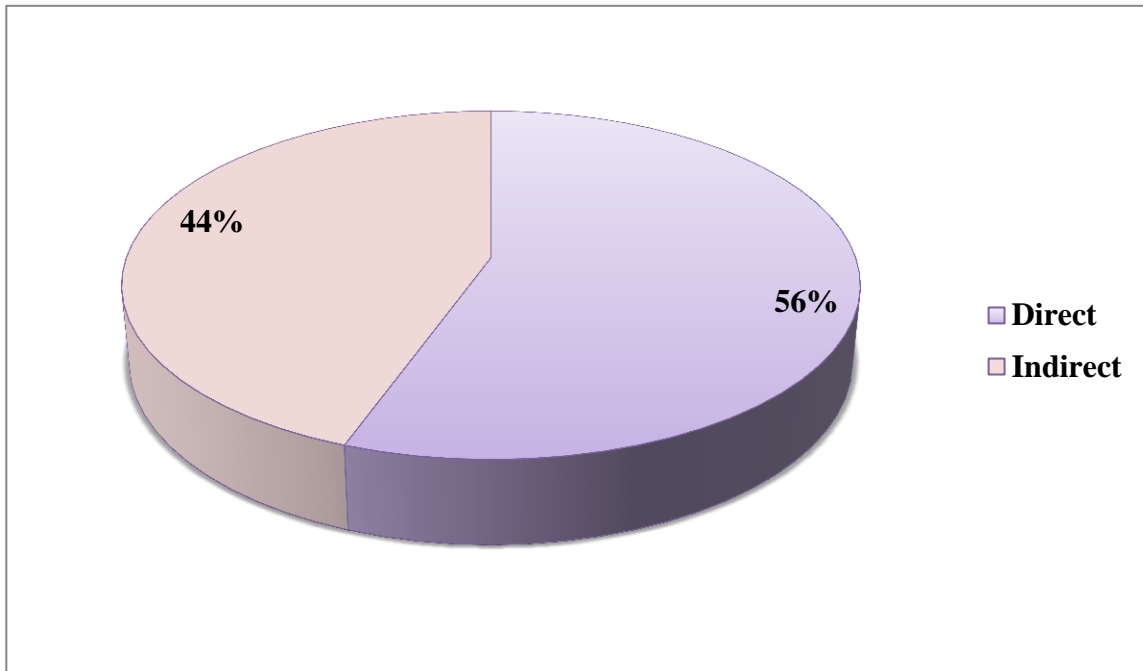
According to table 2.9 above, distinctive results are provided from bad, normal to good, (2%) of women from our sample maintain that their director treatment is bad compared to his treatment with men employees, which means that they could fall into discrimination, mistreatment and mental abuse, in this respect, the director represents a model to the employees at work, undoubtedly he plays a significant role in affecting the psychology of the employees and work performance negatively or positively.

Interestingly, (67%) of participants select the second option that their directors treats them in a normal manner, quietly the same as their men colleagues, it is considered as a good factor to enhance their motivation and performance at work, indeed it shapes good work relationships between employees; it also helps increasing administrations' working progress.

Third of all, (31%) of participants affirm that the head behaves with them in a good manner compared to men, which shows that the head is not gender biased, his attitudes towards them are associated to their performance, he does not care about the gender, age or work position; moreover, good social interactions are important to gain nice reputation among employees in the first class, among students and agents inside university, and among people outside the university. Evidently, good behaviors and attitudes positively influence employments' mood, performance and achievements.

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**Question 10:** How does the communication occur between you, your boss and your male colleagues at workplace?



**Figure 2.10** Women's Communication Linear

The question was designed to enable women reflect on how the daily interaction occurs in the administration of Ibn Khaldoun University, also to analyze the previous question of the relationship between women, head and male colleagues, also to examine men's behaviour and their use of language. As mentioned in figure 2.10 above, (56%) of our informants affirm that they interact face to face with the responsible and the other employees and everything is in the context of work, especially when the employees are asked to prepare a document, they should hand them to their responsible personally; whereas, (44%) interact and contact indirectly, sometimes they receive instructions from male colleagues and not the head.

**Question 11:** Do students at the university behave with you the same way as they do with your male colleagues, or is it different because you are a woman?

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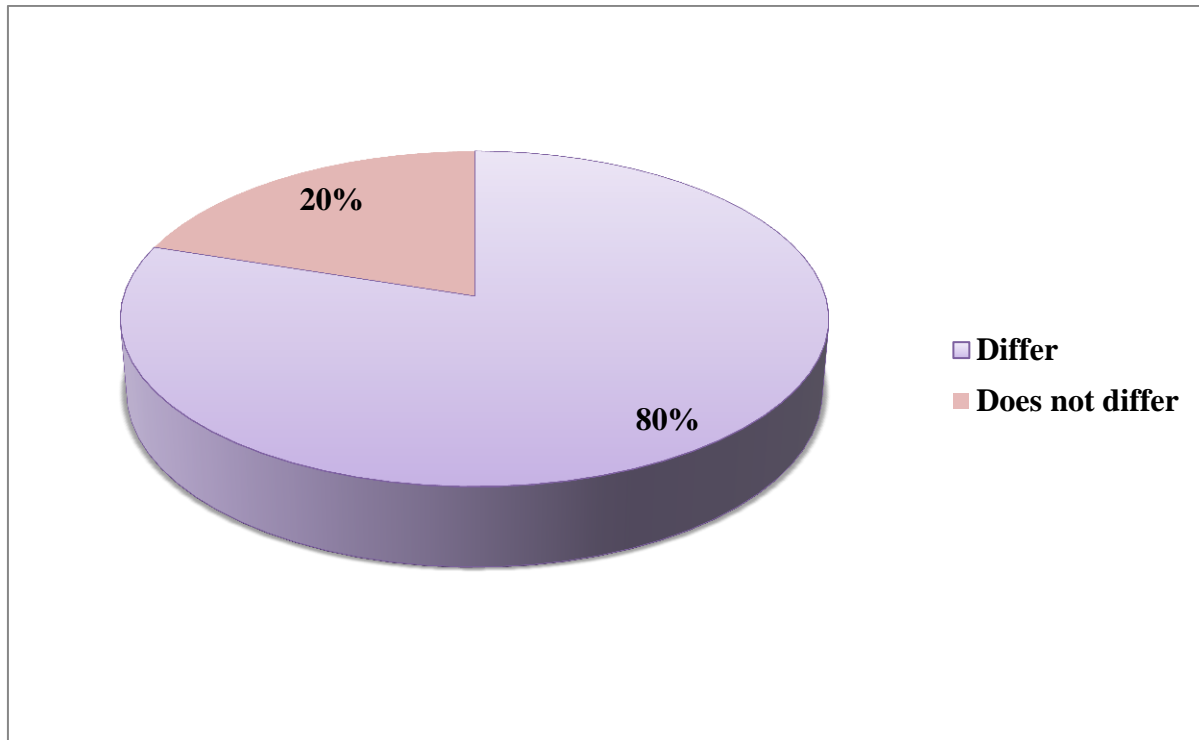
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Option	The same	Not the same
Number	15	30
Percentage	33.33%	66.67%

**Table 2.11** Women Opinions towards Students' Behaviour

Apparently, (67%) of participants answer negatively to our question putting forward that students' behaviors differ with them in comparison to their men fellows. Women surely take men's power and dominance at work into account. Conventionally, women tend to be docile and soft when dealing with students which make them look vulnerable and leave the chance for students to treat them differently, according to some women, who have complained about these bad behaviors, these behaviors represents an obstacle for them to effectively answer and explain students' questions and concerns. On the contrary, (33%) of females maintain that the way students behave is the same to men employees; since they are in an educational context, students are highly expected to have respect for themselves and to every employee in the university; no matter what the gender was. Additionally, some students show disrespect towards the employees who do not serve their needs in terms of interference with teachers to boost their marks, they become angry and use strong aggressive language, towards women administrators in particular.

**Question 12:** In your opinion, do you think that there is a difference between women and men in the workplace in terms of behavior or how the language is used?



**Figure 2.12** Men's Behaviour and the Use of Language at Work

We can recognize from this question that there is a difference between female and male workers in term of behavior and the use of language in the administrations. (80%) of women assume that men behave in a certain way that shows masculine strength and dominance in the presence of their female counterparts, each one of the employees have feelings, thoughts and behavioral patterns, both of them are supposed to respect the rules of work; however, men are viewed as independent, active, aggressive and self-confident, males tend to be more dominant, they use their masculinity over femininity, their disrespectful behaviors can be of many types. Uncivilized behavior shows complete contempt for women. Bullying behaviors are repeated, also negative actions against female co-workers that create toxic work environment and cause them power degrading. The results show that women affirm that there is a difference in terms of using language; men's language includes abundance and self-reliance, their desire is to be accurate

## **Chapter Two : Research Methodology and Data Analysis**

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through the use of a professional vocabulary. Men's language tend to focus on information rather than on emotional connection, (20%) of the informants disapproved the fact of the difference in behavior and in the use of language, they believe that, since women and men share the same work environment, they behave similarly in a professional and ethical manners, they also assume that they communicate approximately in the same linguistic rituals and style.

### **Observation**

During our presence at the administration of Ibn Khaldoun University departments, we stepped into the offices and attempted to sit and notice how administrators work with each other. First, we observed that women and men are different in term of: power and dominance; men practice their power by believing they are superior to women and are qualified to higher positions more than women. Second, the way they speak show independence and self-abundance, they talk loudly and use terms that show masculine strength. Also, there are some disrespectful behaviors towards women, that of a strong language; some women who were disrespected by men colleagues, felt disturbed and hurt in front of us, other women seemed to be adjusted on such behaviors and offensive language, they felt absolute fine about it, while other part of women believe that the masculine language represents power and dominance; as a consequence they were influenced by their counterparts' use of language, surprisingly, we heard some masculine words that were uttered by women. Third, sexual harassment, we heard some flirtatious words towards women, it might be considered to some women as a sexual harassment, for others they take it with a good intention and think that they are being nice and gentle with them; according to its context of usage. In this regard, awareness of sexual concepts and harassment are necessary to limit disrespect among the administration workers, what is considered sexual is never tolerant if it is understood properly. Other than that, they seemed to work in harmony and positive atmosphere

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with female colleagues. The bottom line, we as observers, found some obstacles to uncover the real dynamic they used to work in.

### **2.7 Conclusion**

This chapter is an attempt to detect the co-existence of a gender gap in the administration of Ibn Khaldoun, Tiaret including, the English section, French department, Law and Economy department. From the responses of the survey, we have come up with a conclusion that each gender is in its own position though in terms of treatment, males express their dominance at work in comparison to their counterparts; differentiation occurs in treatment especially from the part of students who behave in a way that serves their needs. In this prospect, chapter three will be devoted to the analysis of our respondents' data.

# **Chapter Three: Results and Discussion**

## **Chapter Three: Results and Discussion**

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### **Chapter Three: Results and Discussion**

#### **3.1 Introduction**

The main goal of this investigation is to gain a better understanding and background about this worldwide phenomenon, especially how Ibn Khaldoun female administrators in all departments have experienced gender inequality in the workplace, by identifying the main strategies that we have dealt with to address this social problem. Therefore, this chapter is devoted to the discussion of results and recommendation.

#### **3.2 Major Findings**

The intention of this study is to support Ibn Khaldoun female administrators to raise their voices about what they are facing at work, and empower them because women nowadays are more discriminated in societies, gender gap in the workplace do exist. We have deduced from our study that treating women and men similarly is one of the biggest challenges that seem impossible, because men take dominant power positions here in this real world especially in the Arabs regions as we are witnessing in Algeria. Women are not receiving equal pay and benefits, equal consideration of needs, and equal opportunities for spread promotion, facts about gender gap are clear, statistics show that women at work have faced sexual harassment, discrimination, holding sexist views, bias, as well as, the way of behaving and speaking.

A total of 50 questionnaires distributed, only 45 completed the questionnaires, fifteen questionnaires were submitted to female administrators in the department of laws and political sciences, four questionnaires (copies) were distributed to female administrators of French department and literature, thirteen questionnaires in the English department, ten questionnaires



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were submitted in the administration of economy department, three questionnaires were distributed in the Arabic department and literature and five questionnaires were not answered.

### 3.2.1 Job Satisfaction, Gender Discrimination and Promotion

The majority (78%) of Ibn Khaldoun female administrators argue that they have worked in other jobs before, they quit their jobs because there were several reasons among them sexual harassment and discrimination between men and women colleagues, these findings are consistent with the research of Lips (2013) and Tharenou (2013) which found that women continue to be discriminated against in the workplace. Almost half of participants (44%), identified that they are not satisfied with their jobs due to the discrimination and the imbalance between the two genders, these findings are coordinate with the research conducted by Martell (1996) Eagly and Carli (2007) who argued that women are likely to receive fewer opportunities at work, compared to men, resulting in their under-representation at higher levels of management and leadership within organizations. Managers give women fewer challenging roles and fewer training opportunities, compared with men (King et al., 2012; Glick, 2013). For instance, female managers (Lyness and Thompson, 1997) and midlevel workers (De Pater et al., 2010) have less access to high-level responsibilities and challenges that are precursors to promotion. Further, men are more likely to be given key leadership assignments in male-dominated fields and in female-dominated fields ( Maume, 1999; De Pater et al., 2010). Almost all (89%) Ibn Khaldoun female administrators have observed and experienced the most common challenge that may cause a gender inequality regarding promotion, they have stated that they did not obtain any promotion in their position in the workplace by arguing that promotions can play a big role in satisfaction as well as motivation to work harder, these findings are harmonious with a research by Roth (2012) he announces that managers rate women as having less promotion potential than men, given the

## Chapter Three: Results and Discussion

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same level of qualifications, managers are less likely to grant promotions to women, compared with men (Lazear and Rosen, 1990).

### 3.2.2 Gender Pay Gap

In the case of the pay gap, the majority (78%) of Ibn Khaldoun female administrators have identified that they earn the same equal pay as men colleagues but these findings are inconsistent with a report issued by the U.S. Bureau of Labor Statistics (2017a) as well as information published by the U.S. Department of Labor, Women's Bureau (2015), which illustrated a significant wage gap between men and women, but about (22%) of female administrators seek the reality that yes women earn less than men, these results are consistent with a research conducted by Lantz (2008), which revealed that women remain under-represented in high-level positions. Further, data provided by the U.S. Department of Labor (2014) support the fact that men earn more than women across the board. These findings are also consistent with a study conducted by Stanberry and Aven (2013), which found that women with a comparable job, experience, and education to men were paid disproportionately less despite having the same qualification.

### 3.2.3 High Skills at Workplace

Although about (62 %) of Ibn Khaldoun female administrators are using high skills such as commitment, teamwork, flexibility, problem-solving, communication skills, time management, intelligence and competency in their jobs, these findings are the same as *Hive sites research*, which argued that women work 10% harder than men in today's offices. This research is the product of two other statistics. First, both men and women actually complete about 66% of their assigned work. However, women are assigned 10% more work than men these days.

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### **3.2.4 Sexual Harassment at Workplace**

About (18%) of female administrators claimed that they have been harassed sexually, by facing this issue many times, these findings are similar to Ruiz and Ahn research about sexual harassment (2015) one out of three women between the ages of 18 and 34 experience sexual harassment at work, (81%) of them have experienced verbal harassment, (44%) has received sexual advances and unwanted touching, and 25% has faced lewd texts or emails. Meanwhile, (75%) of women were harassed by male coworkers and 10% by female coworkers.

### **3.2.5 Relationship at Work**

During our study, about just (4%) from female administrators claim that their relationship with men colleagues is bad and may this go over the miscommunication between the two genders or different style of communication they use both, these findings are coordinate with Maltz and Broker's work was one of the first papers on sex-related differences and similarities to tackle systems of talk rather than looking solely for collection of variables. (Henley & Kramarae, 2001). Before knocking the door of adult communication, they argue that boys and girls learn to do different things during play. Girls learn to create and sustain relationships with others on an equal basis, for the sake of avoiding the criticism which may be directed to them by others, and to show sensitivity with their playmates. On the other side, boys engaging in play learn to be dominant with much assertiveness of themselves. Also the majority (66%) of female administrators identified that they are sharing a normal work relationship with male colleagues.

### **3.2.6 Women-Men's Head Relationship**

The director's treatment toward women employees in relation to men employees the majority (67%) of female administrators argue that the responsible behaves with them in a

## **Chapter Three: Results and Discussion**

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normal way, but (2%) state that her responsible does not behave in a professional way compared to males employees which made us believe that there is a shadow of gender discrimination at workplace, these findings are consistent with the research conducted by Wilson (1982) who put forward that women had no legal identity, and were generally perceived as dependent and inferior to men. Gender discrimination manifests itself in several different ways in every step of the employees' process.

### **3.2.7 Women Communication Linear**

(44%) of Ibn Khaldoun female administrators argue that they communicate in an indirect way with their head of work and male colleagues as well, so from what we have observed there, we have confirmed that the female administrators communicate in an indirect way with male colleagues, women are treated differently in comparison to male employees which make them feel as they are dependent and this goes over discrimination, these findings are getting familiar with a research by Weeden, (1998). Discrimination in the workplace can be observed through occupational segregation. Occupational segregation based on gender has been referred to as the separation of men and women in labor in which men orient toward male-dominated occupations and women orient toward female-dominated occupations.

### **3.2.8 Men's Language Use vis-a-vis Women**

The majority of participants face challenges with regard to male students and male employees' behaviours (67%), they observe that the way students behave with male colleagues differ to the way they treat them, by claiming that this has a relationship with men's dominance and power at the workplace.

## **Chapter Three: Results and Discussion**

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Additionally, (80%) participants argue that there are differences between men and women in terms of behaviour and the use of language, men tend to solve problems while women seek companionship: men prefer to organize their thoughts correctly, and then express them out to eliminate misunderstandings. On the other hand, women seek emotional support to tell their view on an incident. They can use jargon and give examples to explain things clearly. Another area in our presence at administrations is that women tend to ask more questions than men, men only ask questions to gather information they do not give importance of being interested in what the locutor is saying, unlike women administrators. Men find it okay to communicate and give orders directly not like women who behave and speak in an indirect gentle way to keep the relationship with co-workers good and strong. Also, men administrators when sharing information they tend to look experts in the topic. Therefore, they give others the chance to speak and to share their knowledge similarly after finishing, they also tend to interrupt their women colleagues and compete to speak first, they seem to be excited at showing their knowledge and their skills of communication, women before being heard, they have only one option on the table, to listen and wait until they finish speaking. The body language of men towards women colleagues shows a lot, men appear calmer and have no emotions. They stretch and unfold their chests while speaking.

### **3.3 Limitation**

Any research work may find gaps that impair the process of the endeavour, thereby, the results of this study are limited due to the shortage of sources concerning our investigation, and the small sample size (50 female administrators in Ibn Khaldoun University), and hence results cannot be generalized. As long as two research instruments were used, mainly a questionnaire and an observation, some respondents were not familiar with the concept (gender gap) which

## **Chapter Three: Results and Discussion**

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made them having difficulties comprehending the structure of the questionnaire; several questions were filled out of the subject, and some of questions returned empty because they did not give an importance to this questionnaire. Additionally, when we were collecting our questionnaire copies from female administrators, they did not answer the questions properly, though the findings of this study are intended to provide answers based on the unique experience of each participant, but the majority appeared embarrassed, thus we did not feel that they have revealed all what they have faced.

### **3.4 Recommendations for Further Studies**

Additional research is needed concerning the strategies that will effectively address gender inequality in the workplace. This research aims to reveal the inequality problems encountered by female administrators in the workplace, observations and experiences of gender inequality, and strategies that female administrators found helpful in addressing inequality in the workplace. Extensive research has been conducted on the impact gender inequality, specifically on the regard of motivation. However, limited research provides strategies that can be implemented in the workplace. Research in that area (Algeria) is needed in order to move forward with implementation of strategies. We suggest that raising awareness among workers is essential to reduce stereotype, bias and differentiation. When females are not familiar with certain behaviours, they would not deal with situations properly, more than that; training is needed for both male and female workers to address the outcomes of the gender gap that is emerging at different levels.

## Chapter Three: Results and Discussion

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### 3.5 Conclusion

This study shows how serious the intrusive gender inequality of female administrators is in the workplace. Most female administrators have experienced unequal treatment because they are treated differently, less paid, and overlooked in other inequalities for advancement opportunities. Female administrators face challenges, most participants have developed skills to cope with job pressure and negative effects. One goal of this study is to speak up for women affected by gender gaps in the workplace. From this research, the findings are crucial for future research on gender inequality in the workplace and for developing effective strategies to solve this problem.

# **General Conclusion**



## **General Conclusion**

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### **General Conclusion**

Inevitably, a lot of things have to be left un-discussed in our short work. However, we can collect interesting knowledge regarding the theoretical and the empirical pivot of our review, the pivot revolves around the mystery of the lack of the equality between men and women at the workplace of the administrations. This affects specifically women employees daily. In fact, this common phenomenon is not a hasty heresy, but a serious problem that needs to be carefully reviewed and examined.

In order to weave the theme and methods of our dissertation together for common development we believe that the community of practice in the administrations of Ibn Khaldoun University is a better environment for examining gender inequality/discrimination. Prior to investigating directly in this phenomenon at workplaces, we find it challenging to devote notable efforts to dissect the gender linguistics differences. As a matter of fact, it is not a new line of thought of existing gender inequality and men's dominance; however, in a particular interest we dwell in the idea of women's perspective what is their opinion toward gender discrimination, and how they interact under certain circumstances with male fellow at the same sphere during time job. From this vantage point, our theme has rightly been tremendously welcomed since we live in an epoch where women outnumber men at work, whilst, they are still experiencing such behaviours.

In an attempt to tackle the aforementioned phenomenon, we examined the community of practice framework; the results have shown that the majority of women worked in other former jobs before quitting due to multiple reasons among them: we discovered that there are a lot of housewives who abandoned their jobs due to their family responsibilities, and children care. Time

## **General Conclusion**

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management issues between work and daily life practices, which made some women employees resign and quit their work position. Most important reason is, sexual harassment and discrimination between women and their men colleagues, this latter has an impact on their psychology and it affects the comfort environment for work.

The results have shown that, female employees did not obtain any promotion at work; this plays a major important role on their satisfaction and motivation for good performance and hard work. Moreover, women have the same or less opportunity in granted promotions, and are less likely to be hired in higher positions compared to men. Moreover, women earn the same salary with men administrators; however it is not guaranteed since women do not have the right to see the salary statement of men. Despite the fact that women use higher skills while performing their job, it is represented in commitment, intelligence, time management, flexibility with colleagues and students who need administrative service. Notwithstanding, it is an extreme right to attain a sign of esteem, and reward a promotion and its accompanied benefits from the head to the administrators with higher performance level and skilful work management.

As expected from the rapt attention directed to men's behaviors with the opposite sex, our findings demonstrate that women have been subjected to sexual abuse with its different types of abuse; however, some women claimed not to be sexually harassed. Sexual harassment does not equate to male potency and female weakness. Though as an Algerian, Muslim citizens, they have the right to enjoy a safe work environment, when women at the administrations need aggressive legal ally.

Our sample of women tends to have different work relationships with the responsible and men counterparts. Women revealed that they have normal relationship with men employees at

## **General Conclusion**

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work; most importantly, healthy relationships between males and females are based on mutual respect and common goals, they must work together to survive and thrive in the business world. Even though women and men have different weaknesses and strengths, the ideal place to build solid relationships founded on trust and professionalism, is work.

Not less interestingly than each gender understands the other and accepting their differences, they must learn how to empathize with one another to create amiable work sphere. Women tend to have a more team-centered approach to getting their work done; men tend to focus on individual and problem solving strategies. However, everyone should appreciate what the other is up to the difference is a blessing that binds relationships at work. Healthy relationships between women and men are based on mutual respect, none of them feels or appear to be better than the other. Additionally, success happens when men respect the opinions of female colleagues.

On the top of everything, head-employees relationship is a key factor to the administration productivity, relationships built on trust and understanding can make employees and the head more efficient. A bad relationship that lacks cohesion will reduce productivity and may lead to high rate of employee turnover. The relationship between head and employee has several elements, and both parties must understand that this relationship is effective. In addition, it is necessary to clearly define the role of each part. Employees must follow instructions, provide advice when necessary and meet or exceed performance measurement standards.

Although the current research is limited it hints that women and men have to understand each other's nature, the old adage says that men are from Mars, women are from Venus, making it difficult to communicate and understand each other. This problem started in the growing

## **General Conclusion**

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season. Most of the children grew up playing sports together, so they learned to interact in a more active way. Girls share gossip and stories. Although not all men and women are like this, there are often barriers to communicate that can lead to misunderstanding in the workplace.

Furthermore, body language is a way for men and women to communicate differently. Women tend to be very expressive, they wave their hands while speaking, their faces are full of energy and they tend to retract their body by crossing their legs and keeping their arms and legs together. The man seems calm and has no emotions. They appear stretched, spread their legs, stretched. Women seek attention, while men are more willing to avoid any emotional contact.

When accounting problems in the workplace, women tend to gather information by asking questions; however men tend to view constant questions as criticism. They prefer to give direct and simple answers. They are more concerned about getting the right answers and saying the right words than others' feelings. Women think this is a lack of communication, which annoys them. The man wants to step and solve the problem, while women want to ask questions first, and then act.

One of the most striking findings of the questionnaire, some students at Ibn Khaldoun University behave accordingly towards the administrators, they tend to speak loudly with women, bully, and become angry when the employees refuse to interfere to teachers to boost their marks. These acts can have long-term negative effects on employees who have experienced this behavior. These effects can range from reducing job performance and productivity to adversely affecting mental health. Particularly, women are more affected since they are more empathized; tend to be emotional and weak.

## **General Conclusion**

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As we wish is clear by now, the distinction of behaviors and the use of language between him/her, they have different style patterns, they differ in the way they give orders. Many women are constrained by a culture that maintains harmony in their relationships. Several highly regarded studies (elucidated earlier) have shown that women tend to soften their claims and statements, whereas men's statements tend to be more direct. Additionally, women prefer to connect through conversation, while men prefer to connect through actions, keeping in mind that this does not mean that men do not talk about their feelings, but they may feel uncomfortable when they do so. Each gender must learn the art of giving and receiving conversation, self-awareness is not enough to successfully fulfill a role in a conversation.

The gist, which may not be applied by the harsh objections to gender differences, inequality; or the protective role of stereotypes that often accompany any assessment of women and men administrators disparities at University. Our survey gives us the opportunity to put together good ideas for further studies, and these results need to be confirmed by further studies.

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# **Appendices**

أختي العاملة هذا الاستبيان يمثل جزء مهم من دراستنا فهو يندرج لمعرفة رأيك في المشكلات والعلل التي تواجهك خلال أدائك الوظيفي مع معرفة أهم الأسباب التي من الممكن إن تحدث فجوة بين الجنسين في مكان العمل في إطار انجازنا لمذكرة تخرج لنيل شهادة الماستر لغة انجليزية تخصص لسانيات ولذا فان نجاح هذا البحث يرتكز على مدى مساهمتكم في الإجابة بكل صدق ومصداقية. كما نؤكد لكم بان إجاباتكم ستظل سرية ولا تستخدم إلا في إطار علمي معرفي. شكرا على حسن معاملتكم.

من فضلك ضعي علامة X في الخانة

المناسبة.

### 1/ البيانات الشخصية والعامية:

1-السن:

2-المستوى التعليمي: ابتدائي  متوسط  نوي  عي

3-الحالة المدنية: عزباء  متزوجة  مطلقة  أرملة

4-المنصب الذي تشغلين فيه: .....

### 2/ محور خاص بالمشكلات التي تواجه المرأة الموظفة:

5-هل عملت في مكان آخر قبل انتقالك لهذه الإدارة الحالية:

نعم  لا

إذا كانت نعم برأيك هل واجهتك مشكلات معينة جعلتك تتخلين عن منصبك في تلك المؤسسة؟

.....

.....

6-هل أنت راضية عن عمالك هنا؟

نعم  لا

إذا كانت إجابتك لا فبرأيك هل هذا راجع إلى عدم توفير المساواة بينك وبين الجنس الآخر؟

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7- هل برأيك كعامله يوجد تمييز بينك وبين الرجل داخل المؤسسة؟

نعم  لا

إذا كانت إجابتك نعم هل هذا يشكل قلقاً؟

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8- هل سبق لكي أن تحصلت على مكافئة في عملك؟

نعم  لا

إذا كانت إجابتك لا هل يؤثر هذا حتما على أدائك الوظيفي؟

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9- هل الأجر الذي تتلقينه يعادل ما يتلقاه زميلك الرجل داخل هذه المؤسسة الذي معك في نفس المنصب؟

نعم  لا

إذا كانت إجابتك لا فبرأيك لماذا وكيف لا تكمن المساواة بينكم وبين الجنس الآخر؟

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10- هل تستخدمين مهارات عالية في العمل؟

نعم  لا

إذا كانت إجابتك لا فما الذي يمنعك من القيام بذلك وهل هذا راجع إلى التمييز الموجود بين الجنسين؟

11- هل تتعرضين لمضايقات في العمل كونك امرأة؟

نعم  لا

إذا كانت نعم اذكرى بعضا منها.

12- كيف هي علاقتك مع زملائك الرجال؟

حسنة  عادية  سيئة

13- كيف هي معاملة رئيسك لكي في العمل مقارنة بمعاملته لزملائك الرجال؟

حسنة  عادية  سيئة



-كيف تتم عملية الاتصال بين رئيسك وزملاءك في العمل؟

طريقة غير مباشرة

طريقة مباشرة

15-هل تصرف الطلبة الموجودين في الجامعة معك نفسه تصرفهم مع زملائك الرجال أو يختلف كونك أنت امرأة؟

لا يختلف

يختلف

16-حسب رأيك هل ترين إن هناك اختلاف بين المرأة والرجل في مكان العمل من حيث السلوكيات أو كيفية استعمال اللغة؟

لا يوجد اختلاف

يوجد اختلاف

إذا كان هناك وجود اختلاف اذكر لي لنا مثال.

.....

.....