



The productivity contrast between genders at work

الفرق بين انتاجية الرجل و المرأة في قطاع العمل

By Name: Mohammed Rezq Al Katheri

Student ID: 2014112135

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Advisor: Dr. Tamer F. Elewa

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ABSTRACT

After many focused researches, and the serious studies done by specialized organizations for the topic of equality between male and female workers/employees, and in addition to the newly applied laws against the discrimination between the genders; there are still many differences which clearly appear in the different fields of profession. For instances, the educational fields show almost equal percentages of the manpower, and the number of male employees is almost equal to the number of female employees; however, at the industrial and technical fields, the difference in the percentages is quite big as a result of the different affecting environmental aspects.

This dissertation is shedding the light over the different aspects that affects the production which are the following:

- 1- The commitment of each gender by the official working hours
- 2- Career satisfaction
- 3- The negative and positive affecting factors
- 4- The difference in wages and the family commitments for each gender
- 5- The time frame used to achieve the same jobs and tasks assigned

ملخص

بعد دراسات عديدة ومكثفة وظهر عدد كبير من المنظمات التي تبحث المساواة بين الرجل والمرأة وسن قوانين مختلفة ضد التمييز في العمل بين الجنسين ما زالت الفروقات تظهر بشكل واضح في مختلف المجالات فتجد في المجالات التعليمية المعدلات متساوية بينما في المجالات الصناعية والمهنية الفروقات واضحة والعوامل والبيئة المحيطة المؤثرة في هذه الاختلافات .

وتقوم هذه الدراسة بعمل مقارنات في الانتاجية من حيث التالي:

- 1- التزام الجنسين بساعات العمل والوقت
- 2- الرضا الوظيفي
- 3- العوامل السلبية والايجابية المؤثرة
- 4- فوراق الاجور والالتزامات العائلية لكلا الجنسين
- 5- مقدار الوقت المستغرق في انجاز الاعمال والانشطة المسندة.

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CHAPTER ONE: INTRODUCTION

1.1. Introduction

A study carried out by the ILO (International Labor Organization 2012) reveals that, over the last three decades, women have increasingly joined the professional labor market in significantly high number, partially closing the gender variations in professional participation. In fact, the study shows that between 1980 and 2009, the international level of women participation in the professional market rose by a factor of over 50 percent, while that of men fell from 83 percent to 77 percent over the same period of time (ILO 2012). This has been attributed by the rise of freelance, self-employment and startup industries, which has led to a general migration of men to industries that favor self-reliance and more productivity (Peterson 2004). Consequently, the differential in the level of participation for women and men fell from 34 percent in 1980 to approximately 25 percent in 2009, implying that, with the passage of time, more and more women have joined the professional industries and their participation has been duly noted.

However, this increased participation of women to join the workplace has not been matched by a rise in their productivity and effective earning power. Even with their significantly high entry rate into the professional market, women are still seen to be productively inferior as compared to men in similar positions and roles. These differences in gender and its apparent influence on access to economic opportunities has increasingly been discussed in social and academic forums, with the overall conclusion being that there exists a productivity and wage gap between men and women in the professional world: on average, women earn 10-25 percent less

than men (Rosenthal *et al.* 2013). Endless discussions have been offered with regards to the causes of this phenomenon, with one prominent explanation arguing that there exists a high level of discrimination against women in the workplace, thereby leading to the reduction in their productivity and effectively lowering the level of their earnings. Implicitly, focus exclusively on the participation of the different genders in the labor force within the various operational industries provides only a partial look of the experiences of the male and female employees within the labor market. The participation of individuals in the labor force is driven by the relocation of time across a number of different activities – a process that Rosenthal *et al.* (2013, p.23) argues is often costly and requires a number of environmental considerations for women. On the other hand, focusing solely on the participation of either men and/or women masks the gender differences that are innately present between the two, and which are uniquely resonated in any workplace environment. Despite the progress that women have made over the past two decades in relation to labor force participation and workplace equality, the pervasive and persistent differences that are present in either gender are transferred to productivity and wage levels for different professions. Indeed majority of the women are seen to be caught in the productivity and earnings trap-one that inflicts significant costs on the welfare of the women employees together with their immediate financial empowerment which comes with serious disincentives for investment in the female employees of tomorrow.

1.2. Problem statement

Despite their comparatively lower productivity and wages, female employees are not worse professional workers than men. Instead, it could be argued that the existence of the differences with regards to the productivity and earnings of the two is inextricably entwined with

the differences in the economic and workplace roles activities that are undertaken by men and women. According to this argument, men - being physically more muscular than women - take up roles that are physically assertive within the workplace and therefore are seen to realize more productivity than women. Indeed the various roles that men and women can be able to perform vary greatly within the workplace- whether across different industries, professions, or job types. While the differences have continuously evolved with economic development, the resultant vicissitudes within the employment structures have not done enough to eliminate the segregations that exist between the different genders. In this regards, women employees throughout the world appear to be highly concentrated in jobs that have significantly lower productivity than those that are occupied by men. The women are typically employed in small firms, occupying lower positions that have lower productivity.

Additionally, social expectations and influences on the roles and responsibilities of both men and women affect the productivity in that women are socially expected to be less productive as compared to men. Within various cultural establishments, the man is expected to lead and head up productivity while women are socially expected to follow. In fact, Wilkinson (2009) argues that a woman who takes it upon themselves to lead in productivity and earnings is seen to be socially unacceptable and not obeying the natural social expectations.

According to a study carried out by Peterson (2004, p. 61), three major factors are attributed to the increased gender differences with regards to workplace productivity and variations in the wage gap between men and women:

- Variations in the time use between men and women: According to this argument, men and women have variable contributions towards care responsibilities both at home and in the workplace. Peterson (2004, p.63) argue that women tend to be more oriented towards

taking care of their families and spending time in the creation of a nurturing environment both at home and in the workplace while men “just want to get the work done.” As a result, men tend to achieve more in the workplace as compared to women. Additionally, women are more likely than men to opt for job positions that have flexible schedules so that they can be able to take care of their familial obligations. This is closely tied to the social expectations that the woman is primarily responsible for taking care of the home while the man works (Dodd-McCue 1996).

- Gender variations with regards to the level of access to productive inputs: Brett (2005) argue that men have considerably higher access to workplace resources and credit, thereby increasing their productivity and earnings.
- Gender variations sourced from the workplace and institutional failures: This argument stems from the fact that majority of the professional women often opt for part-time, flexible employment opportunities to allow them the time to combine work-related activities with homecare responsibilities. Since the part-time and flexible informal employment ventures frequently pay significantly lower than regular, full-time jobs, the high concentration of the women within these lower-productivity, lower-paying jobs effectively weaken the overall incentive of women to participate in formal employment, leading to their segregation in the workplace.

The variations in gender with regards to productivity and pay are both systematic and persistent across different workplace environments. Whether it is in professional employment or in self-employment, women symptomatically exhibit comparatively lower productivity and earnings than men in similar positions. Furthermore, these variations are similar in both the

developing as well as the developed countries, and while they have slightly declined as a result of the closing of the education and participation gap, they still remain significant.

This study is different from others that have been carried out in a similar field in that it focuses on highlighting and investigating the measurable differences in productivity between men and women in the workplace while major of the other studies have sought to research the implied differences between men and women in the workplace. Additionally, majority of the other studies either investigated the productivity or wage differentials between the two sexes while this study combines the two measurable differences in order to examine the existences of significant variance between the two genders and examine its causes.

According to Powell and Anthony-Butterfield (2015, p. 3), women typically earn less than men because of the fact that they avail to the labor market varying capacities of productivity as compared to those of men. According to this argument, women may not have invested as much in education and professional development as their male counterparts, and therefore may be less productive as compared to men. This argument is based on the premise that societal expectations of men and women are different, primarily making the assumptions that women are supposed to stay at home and take care of domestic-related matters while men pursue professional careers. Even at age when modernization and equality characterizes today's communities, the innate differences between men and women still seek to place strict expectations on the different genders with reference to the roles that each play within the society, with women primarily being relegated to housework and taking care of the family while men are more inclined to taking care of the family financially through the provision of economic sustenance. Empirical studies that have previously been carried out on the topic have primarily only been able to explain a small portion – approximately smaller than 20 percent- of the

earnings and productivity differentials between men and women, controlling for the existence of varying characterizes of education levels and age.

1.3. Aim and Objectives of the Study

The study aims to assess and analyze the existence of productivity differences between men and women within the workplace, thereby enumerating the possible causes of these differences for the purposes of offering suggestions on how these could be balanced. In order to achieve these, the study aims to achieve the following objectives:

- To assess the existence of productivity variance between men and women in the workplace, and the possible causative agents towards these differences
- To assess the factors that cause possible disparities with regards to productivity in relation to men and women in the workplace
- To examine the relationship that exists between productivity and wage-rate and the influence that this has on the different sexes
- To assess the level of career satisfaction between both men and women and how this affects their productivity

1.4. Significance of the study

The participation of women in the workplace avails a suitable balance within any job environment, especially in an age where gender equality and equal competitive advantage has been called upon in all areas. However, research evidence, as little as it currently is, indicates that there exists a gender bias against women within the workplace in terms of productivity

which effectively has caused the current wage differential in most industries. According to Eriksson, Henttonen and Merinen (2008, p. 12), “there are a number of objective reasons for the comparatively lower productivity of women in the workplace as compared to that of men, which require analysis and academic discussion if the phenomenon is to be understood.” Another study carried out by Samuel (2010) actually suggests that women are approximately 17 percent less productive than men occupying similar positions within the workplace. While there have been other studies that have attempted to analyze the existence of these productivity differentials, a knowledge gap still exists with regards to the exact causes of the productivity variation along gender lines.

1.5. Research Methodology

The research methodology defines the techniques for data collection and analysis to be used for the study. Accordingly, this study will primarily involve the collection of data from three different categories: quantitative data, qualitative data, as well as the integrative mixture of the two types of data. These use of the mixed qualitative and quantitative data sources will increase the accuracy and validity of the results, together with allowing for more analysis and discussion than would be possible with only type of data. Quantitative data refers to the statistical or numerical data type used in research, whose analysis is carried out through the use of mathematical tools and models. The solutions that are generated from this type of data are graphical and tabular, thereby offering a suitable visual reflection of the current situation within the study region. In this case, quantitative data will be collected through use of a self-administered questionnaire which will hold a series of multiple choice, Likert Scale based question and answer options through which the respondents can be able to make choices from

depending on the factors that best suit their case. A statistical analysis package, Statistical Package for the Social Sciences (SPSS) version 16, will be used for the evaluation and graphical/tabular analysis of the questionnaire responses, thereby making it possible for the arrival at a conclusion based on the data collected. Qualitative data, on the other hand refers to the non-numerical, perception related data regarding the opinions of the respondents with regards to the study topic. In this case, the qualitative data will be collected through the use of face-to-face interview with respondents who are well versed with the issue of gender related productivity in the workplace.

1.6. Definition of terms

- a) **Productivity:** According to Castex (1990), productivity can be defined as the efficiency with which goods and services can be made available to those who require them within an organizational setting. According to this definition, productivity defines the ration of the creation and presentation of suitable outputs in relation to what is required in the market (otherwise referred to as the inputs). Within any workplace environment, high productivity is necessary as it implies that a comparatively reduced amount of organizational resources, expense and energy is consumed in the creation of comparatively higher results. Competitive organizations strive towards increasing their employee productivity in order to ensure that the expenses incurred in the payment of the personnel pool results in comparatively higher returns with regards to the delivery of suitable products and services to the targeted market.

Mabey Skinner and Clark (1998, p. 312) suggest that one suitable method through which productivity within the workplace can be measured is through the assessment of the labor

productivity. This technique uses such metrics as the total number of hours worked by the employees, the total number of roles that are available, together with the average number of employees required to successfully complete a given task. On the output side of this metric, the authors suggest the use of the organizations total number of sales, the gross added value from the activities of the employees, together with the total revenue generated over a given period of time. Accordingly, high productivity is realized when the outputs for the metrics are significantly higher than those for the inputs.

- b) **Performance:** According to Over and Moore (1980, p. 73), performance refers to a measure of the work-related activities that an individual is expected to complete within a given amount of time and resources, together with how well these activities are executed. It is a means through which a given individuals activities can be assessed in order to ascertain that they have been carried out in the right way, and with the use of the least amount of organizational resources.
- c) **Job Satisfaction:** Job satisfaction is a measure of the level of contentment of the employees with the assigned duties and responsibilities within the workplace. It is an important measure in performance and productivity in the workplace as it generally reflects on the level of effort the employees are willing to put in in order to realize suitable and sustainable results.
- d) **Wage gap:** The wage refers to the ratio between the average wage earned by women against the average wage that is earned by men in a similar industry and position. It refers to the percentage difference between the levels of wages that are paid to men against that which is paid to women in similar workplace situations.

1.7. Arrangement of the study

The first chapter in the study gives an outline of the subject and research questions to be covered, relating some of the existent knowledge gaps that have not yet been covered in previous studies and how they are to be captured. The second chapter of the study handles the literature, seeking to sketch out previous studies that have been carried out on the variations in productivity between men and women in the workplace. In this chapter, a number of comparative models will be highlighted that seek to explain and support the existence of gender variations in terms of productivity within the workplace, primarily focusing on wage differentials, performance variations and job satisfactions distinctions between men and women in the workplace. Different levels of productivity in various industries and countries will be examined in this chapter, with special attention to the outcome of the various factors that affect productivity for both men and women. The third chapter of the study presents the research methodology, which seeks to describe the data to be collected as well as elaborate on the measurement tools to be used. This chapter will give an extensive description of the data collection techniques to be used, the comparability and equivalence tools, together with the significance and suitability of the methods used in the study. The fourth chapter is the results and discussion chapter, which will seek to present the results of the data collection phase through descriptive statistics, thereby allowing a look at the various differences between the productivity of men and women within the workplace and their causes. The last chapter of the study will be conclusion and recommendations chapter, which will comprise the summing up of the discoveries made by the study together with suggestions for future studies that should be carried out on the topic.

CHAPTER TWO: LITERATURE REVIEW

2.1.Introduction

In this chapter, we will highlight the various published literature views on the existence of productivity differential between men and women, seeking to generate a suitable conclusion with regards to previous research that has been carried out. The chapter will elaborate on what has been written regarding the occurrence of prevalence of productivity variation between men and women in workplace, with each subsection availing the conceptual background through which the study objectives can be achieved.

2.2.Differences in productivity between men and women

Five decades after the passing of the Title IX prohibiting the discrimination of workers within the workplace on the basis of their gender, the question of why women are still negatively represented within the workplace still troubles researchers and laymen alike. While female employees enter educational institutions and professional workplaces at almost equal rates as men, their rise through the organizational ranks is comparatively slower and rarely do they advance to the top. Accordingly, they are represented in very few numbers in the top executive professions, even though their presence throughout the education and career development phases is present. Some researchers suggest that there are significant difference between women and men keeping them from pursuing professional careers- familial obligations, personal choices, cognitive qualities (Mathis & Jackson 2003; Human 2005)- while other studies suggest environmental obstacles to the productivity and professional advancement of women (Gunter & Stambach 2005; Torrington, Hall & Taylor 2012; Selvarajan, Slattery & Stringer 2015).

2.2.1. By industry

A study carried out in 2009 reveals that women on average have a lower annual productivity than men in similar positions in majority of the professional industries (Wozniak 2012). According to the study, the industry that has the highest level of disparity with regards to the level of employee productivity is construction services provision, with a difference of 92.2 percent that recorded within the same period. Financial services registered the least amount of productivity differential between men and women during this test period, with women having 70.5 percent productivity of that which was registered by men in a similar field.

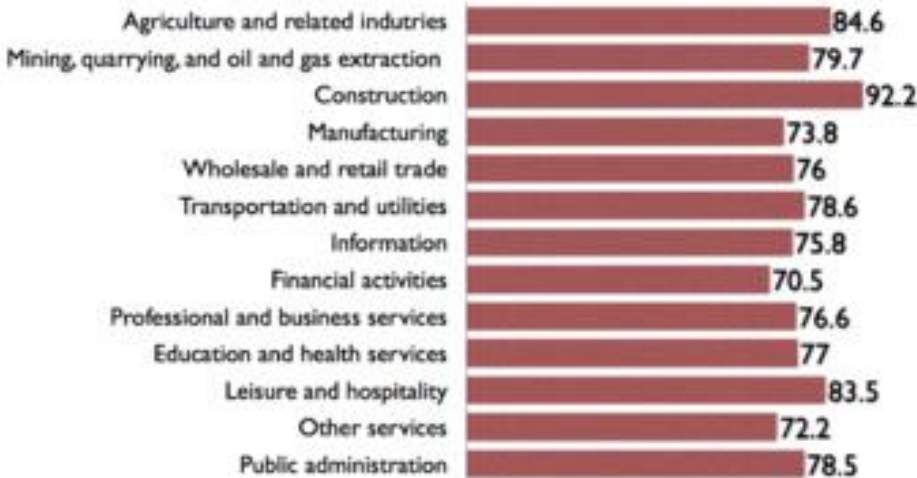


Figure 1: productivity differences by industry (Source: Torrington, Hall & Taylor 2012: p. 14)

2.2.2. By education

While the increase in better and equitable education opportunities have worked towards reducing the earnings gap between men and women, it does not sufficiently close the productivity gap. In fact, according to Sano (2005), while increased education levels have made it possible for women to seek out higher and equitable pay for both men and women in similar positions and with similar roles in professional industries, the productivity gap still remains

prominent and actually grows bigger with each rise in academic conquest. According to this study the productivity gap widens between men and women with advanced degrees in comparison to individuals with high school diplomas. For example, in 2006, women with high school diplomas and employed in professional and semi-professional are approximately making \$ 29K per year; while men, with the same level of education are earning approximately \$ 42K annually. On the other hand, for Professionals, females earn \$ 101K; while professional males will earn \$ 144K with difference close to 50% addition to the female professional.

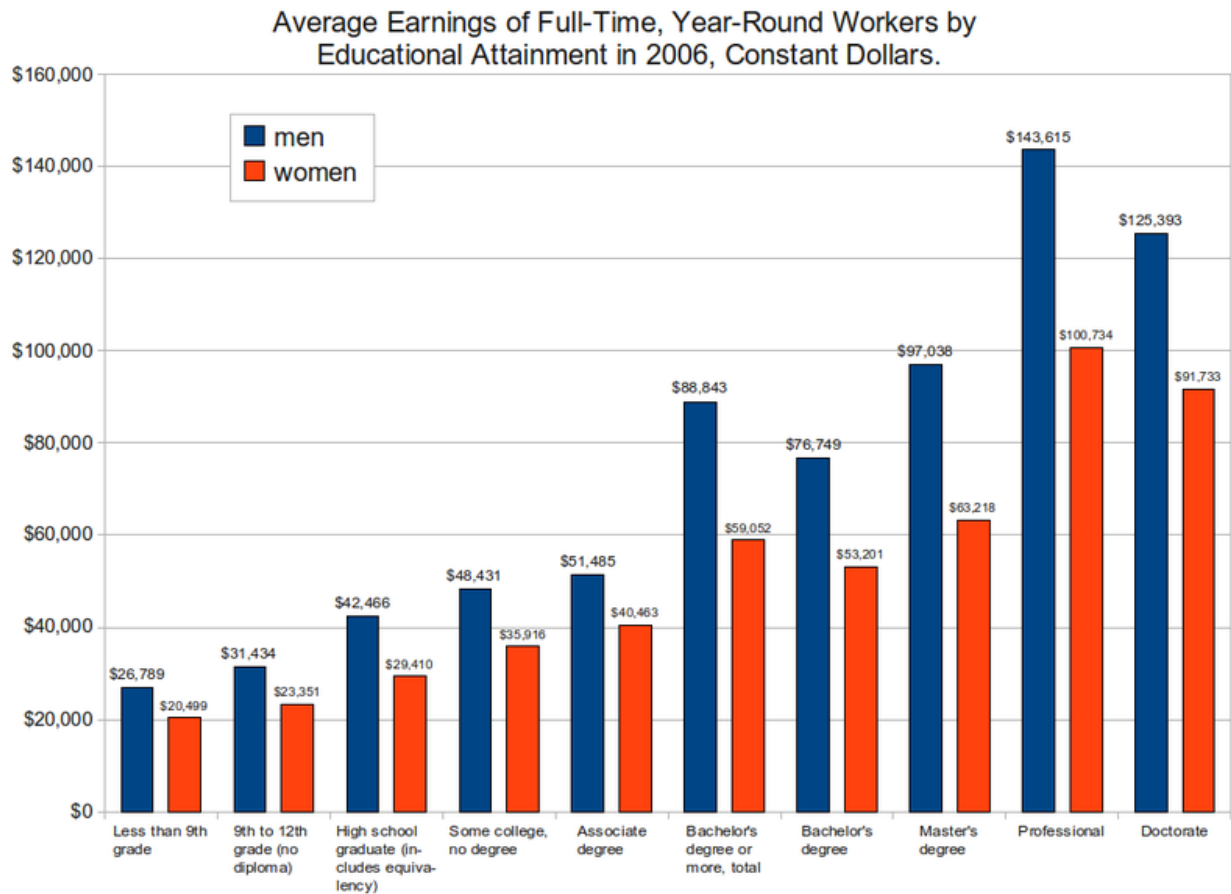


Figure 2: average earnings based on the level of education (Source: Torrington, Hall & Taylor 2012: p. 16)

2.3.Overall productivity differences

This subsection seeks to identify whether female employees in general, without paying attention to the existence of differences in occupations and industries, are comparatively less productive than men. In majority of the scholarly literature and popular social opinion, women are typically regarded as being comparatively less productive as compared to men. While this assumption is not always explicit, it does exist, even if it is just an important undercurrent to the general operations and expectations of the workplace (Rhoads 1993). However, it is important to note that the extent to which this assumption is held true is based upon the fact that men and women are expected to carry out different work-related roles, are employed in different positions and industries, as well as being expected to have different levels of acceptable productivity.

Historically, women have been highly viewed as having lower physical strength as compared to men, with some traditional assumptions and opinions viewing women as lacking initiative, being more inclined towards family and emotional responsibilities as well as requiring more sick days (Smith 2002). In fact, Zetkin (1992, p. 42) argued that “the categorical differences between men and women are underlined by their physical and biological differences, thereby making it impossible for them to be equal in terms of productivity and effective pay within the workplace.” Accordingly, the work-related responsibilities within most industries were established along these gender variations, with light work being assigned to women and the physically-demanding jobs being assigned to men. With this assumption, lower wages for women can be justified.

2.3.1. The Productivity and Wages Gap

It is a well-known fact that, in most professions, women earn significantly less than men in similar positions. In fact, according to Stevens (2013), the female to male wage ratio varies from 16 to 22 percent depending on the type of industry that is being considered as well as the geographical location of the study. The neoclassical assumption of these implications is that men are more productive than women and therefore deserve to earn more than their female counterparts in similar positions. The variations in gender with regards to productivity and pay are both systematic and persistent across different workplace environments. Whether it is in professional employment or in self-employment, women symptomatically exhibit comparatively lower productivity and earnings than men in similar positions. Furthermore, these variations are similar in both the developing as well as the developed countries, and while they have slightly declined as a result of the closing of the education and participation gap, they still remain significant. According to a study carried out by Becker (1992), female employees have on average a 34 percent less productivity in the information and technology industry as men in similar positions, with the productivity gap increasing or decreasing with rise or fall respectively of the level of complexity of the tasks. According to a study carried out Wallace (2008), while the [productivity gaps between men and women have significantly continued to increase over the past two decades, their existence and influence in the public sector is comparatively smaller than that in the private sector.

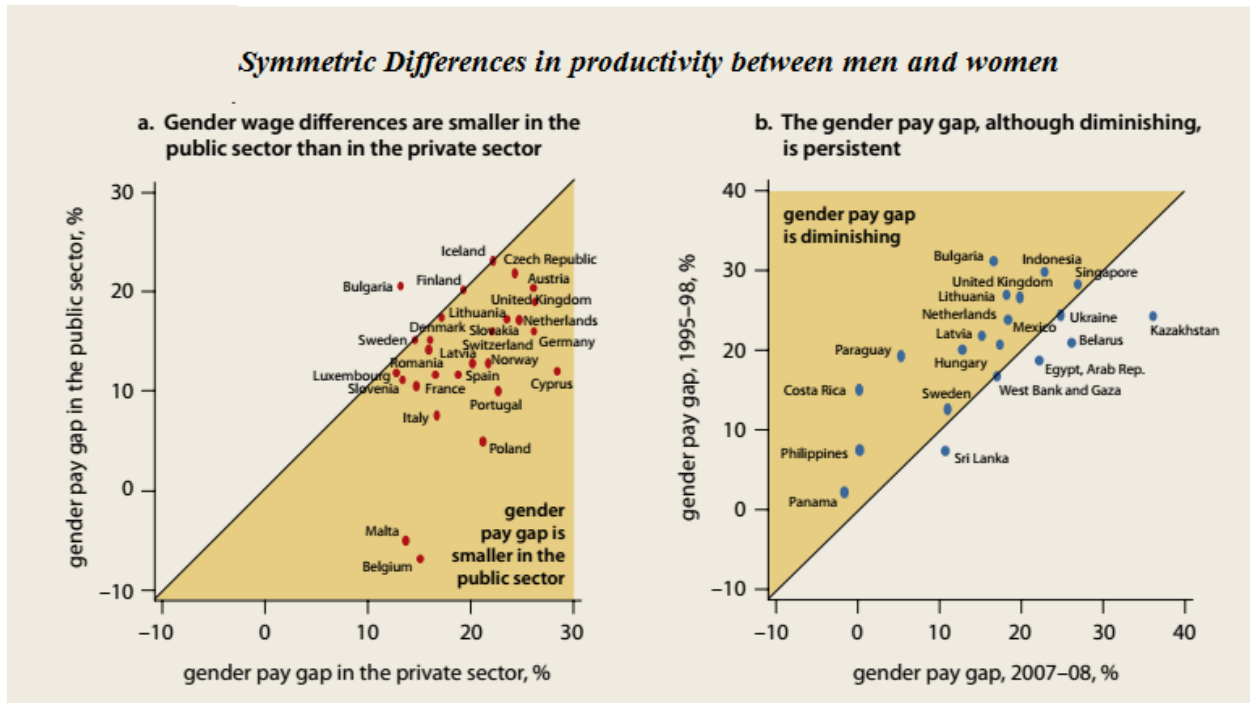


Figure 3: Symmetric Differences in productivity between men and women (Source: Cranford 2012, p. 41)

This has been explained by the fact that public sector is more flexible in terms of the number of working hours that the employees have to be present, allowing women more time to run concurrent schedules that involve taking care of their personal, home-related activities while at the same time participating in work-related activities. While this presents the ideal situation for women, their performance is significantly affected as their male counterparts can operate without the innate need to multitask.

According to Cranford (2012, p. 41), women typically earn less than men because of the fact that they avail to the labor market varying capacities of productivity as compared to those of men. According to this argument, women may not have invested as much in education and professional development as their male counterparts, and therefore may be less productive as compared to men. This argument is based on the premise that societal expectations of men and women are different, primarily making the assumptions that women are supposed to stay at home

and take care of domestic-related matters while men pursue professional careers. Even at age when modernization and equality characterizes today's communities, the innate differences between men and women still seek to place strict expectations on the different genders with reference to the roles that each play within the society, with women primarily being relegated to housework and taking care of the family while men are more inclined to taking care of the family financially through the provision of economic sustenance. Empirical studies that have previously been carried out on the topic have primarily only been able to explain a small portion – approximately smaller than 20 percent- of the earnings and productivity differentials between men and women, controlling for the existence of varying characterizes of education levels and age.

There have been numerous interesting efforts towards gender-typing certain different work-roles along gender lines through the argument of supposed productivity. The proponents of these efforts argue that, from a statistical perspective, it is within the employers' right to hire the particular gender that he/she feels is best suited to the given role. For example, with the introduction of the Linotype typing machine in the mid-1930s, majority of the industries argued that the device is most suited to female employees because of their aptness for details as well as small fingers. Automobile mechanical work has been highly regarded as a man's job since it generally requires physical strength, is dirty, as well as the assumption that women lack the mental acuity required to comprehend all the parts in a mechanical object (Dessler 2000).

In order to adequately investigate the existence of productivity barriers resulting from the type of job that is assigned, it is important to analyze situation where men are assigned roles that have traditionally been stereotyped for women, and have realized superior productivity. However, as Gallego-Alvarez, Sanchez and Dominguez (2010) note, while there has been much writings

regarding this phenomenon, there are hardly any exactly recording or investigations that have been done and the conclusions that have been made by these studies point to existence of unnatural phenomenon that cannot be expected and simulated in every workplace environment. In one such study, Powell and Anthony-Butterfield (2015, p. 12) argue that while men are known to spend comparatively large number of hours working on computers and technological devices as compared to women, their lower attention to detail and generally reduced interest in management activities reduce their appeal towards secretarial jobs. The table below shows a summary of the gender discrimination regime and apparent productivity differences between men and women in the workplace as the primary independent variables while the dependent variable is represented by the productivity and wage gap of the employees.

2.3.2. Education and Experience

In most developed and developing civilizations, women are still comparatively less educated than men, thereby subjecting them to lesser productivity and earnings than men. Additionally, women are more likely to suffer biological and social interruptions in the course of their endeavor to seek out education and experience as compared to that which is faced by men, significantly reducing their chances of increasing their productivity and bargaining power in the workplace. According to a study carried out by Wilkinson (2001), women are socially expected to halt the pursuit of career and academic development for childbearing and maternal care, thereby significantly reducing their expectations of higher productivity and earnings within the labor market. While these assumptions have significantly declined with increased modernization, education and equality, there are yet to disappear completely. The differences in the level of education of the workers are significant amongst the older generation of employees, over 40

years, with little or no difference amongst younger employers between the ages of 20 and 28 years (Jackson 2012). This is because during this older age, women are required to take care of their families and growing children while men are socially expected to handle financial matters. Amongst younger workers, no significant expectations are placed upon the female workers allowing them to pursue education and experience alongside their male counterparts. Since the level of professional training and work experience are the primary inputs towards heightened productivity, the existence of gender differences along the dimensions of education and the level of experience that each has significantly contributes towards differences the productivity between men and women and the associated level of earnings. Organizations and self-employed business that are operated by individuals with higher levels of education and work experience generally perform better than those that are operated by individuals with comparatively lower education and experience levels.

According to a study carried out by Hanson (2010), the recent closing of the education gap in most developed and developing countries has only served to reduce the participation gap between men and women. This means that the increase in the number of women now enrolled in training and other professional institutions has led to the rise in the number of female new entrants into the labor market while not necessarily guaranteeing their productivity. While studies reveal that there is a general rise in the number of women participating in new industries and professions that they were traditionally not associated with, there is still a high level of variance between the accumulated levels of outputs that are realized from the activities of women as compared to those of men.

2.3.3. Productivity in relation to life-cycle stages

This subsection seeks to examine the existence of work-related productivity differentials in relation to the various life-cycles that each gender goes through. According to a study carried out by Levinsohn and Petrin (2003), women employees are significantly less productive than men in similar positions as a result of the family responsibilities and societal expectations that are placed on them. In situations where the women have expensive domestic responsibilities and obligations- for example the caring of young children right after maternity leave- they are often seen to be less productive than men in similar situations. This is closely related to a traditional phenomenon and discussion that relates to the existence of the belief that there exists gender differences between women and men, linked with the fact that the two genders express differing emotional and physical reactions to different environmental situations. In the early 20th Century, majority of the professional industries adhered to the marriage and childbearing bar which meant that would not hire women after they got married or started to have children. A number of arguments were raised in support of the marriage and childbirth bar. One prominent support towards its implementation is the fact that, statistically, the level of concentration in work-related activities amongst the women after marriage and subsequent childbirth was seen to steadily decline, effectively leading to a reduction in the levels of productivity and performance. Since women are generally perceived as being emotional beings, it was commonly accepted that women should work after getting married and having children since the emotional drain from these domestic engagements would not allow proper and fulltime engagement in professional undertakings. Another explanation was that women are morally superior as compared to men and that their engagement in professional related activities would corrupt their morals (Tinkler et al. 2015). Another justification towards the acceptance of this bar, especially in the early 1920s and

1930s, was the family wage argument in which male breadwinners were expected to earn enough financial sustenance to support their families without requiring the women to work. However, with the heightened levels of unemployment in the mid-1930s, more married women found it necessary to return to work in order to supplement the earnings made by their male spouse.

Webber (1999) observes that many women, upon getting married and undergoing childbirth, experienced reduced levels of productivity while that of men significantly increased. This phenomenon can be explained by the fact that women often tend to leave work in order to take care of the family and, because of their emotional connection and tendency to bond with their children and new husbands, experience reduced levels of concentration and productivity within the workplace. They are more likely to drift off into thinking about their children and husband at home during working hours, which significantly decreases their productivity. In this regard, and especially during periods after their marriage and subsequent childbirth, women often prefer to be employed in part-time and flexible schedule jobs within which they can easily take care of their families while at the same time doing their work. In fact, Thomas (2008) observes that women would rather work at home during these periods than work in the office. As a result, their productivity is significantly reduced as they have to regularly shift their attention from one engagement to the other. Men, on the other hand are socially expected to take care of their families. As the socially-acceptable breadwinners of the family, men are expected to work even harder after getting a family so as to ensure that their families are well taken care of. Even in situations where their wives are not employed, men are expected to earn enough money to substitute the income that would have otherwise been brought into the family by the women, thereby leading to a rise in their productivity. This is especially in industries where increased productivity is rewarded with a rise in the level of income.

Heggeman (1994) argues that “the employer has the full right to the work-related activities of those that are employed within the organization, without the distractions and productivity inconsistencies that result from the occurrence of marriage and childbirth.” Storm (1994) concedes majority of the international firms that support the bar against women and motherhood primarily focus on the level of professional and productivity interference that these social institutions place on the women, significantly reducing their allegiance to their job-related activities.

However, Santora (1997) argues that the imposition of the bar against women was rarely found amongst factory workers for which productivity and throughput is measured in terms of the level of piece-rate rather than the amount of time clocked in. In this case, the productivity of the employees was maintained by the measurement of the level of throughput they provided over a given period of time, with commensurate pay being given in relation to their productivity. The imposition of the marriage and childbirth bar was highest in professional industries together with firms with promotional and monthly/weekly salaried employees. In this case, the distribution of advanced fixed pay-rates to the employees provided a prima facie situation between the relation of the productivity of the employees and their earnings. Employers felt that, since the productivity of the women was likely to be reduced after the occurrence of marriage and subsequent childbirth, then they either should not be employed after these periods or should be employed with comparatively lower pay.

These concerns relating to the existence of family responsibilities and their influence on the productivity of the women in the workplace have historical importance even today as they present significant relevance to the barriers to entry and discrimination of women in employment. In fact, Hanson and Pratt (2005) argue that employer attitudes towards the hiring of

women play a significant role in the level of productivity of the women in the workplace. According to this study, employers, seeking to maximize their profits by cutting down on expenses and realizing heightened productivity, would like to hire individuals with no familial distractions and whose level of concentration is primarily directed towards their assigned roles. Accordingly, employers generally prefer to hire young people because of their high energy levels and innovation, together with older people because of their heightened level of experience and management skills. However, middle-aged individuals present significant challenge as they are highly inclined towards the development and growth of a family which would lead to a division of the level of concentration the individuals have towards their job. In this regards, employers typically use the family ideology to frame the female employees within their firms; women are stereotyped as being emotional and highly concerned with the well-being of their families, which has the potential of negatively affect their productivity. Women are especially prone to this divided attention as they are the primary caregivers in the family, thereby leading to a reduction in the level of productivity as they start having families.

2.4. Male and female advantages in occupation

In this subsection, we examine the various advantages that gender places on men against women in the workplace depending on the type of industry and operational requirements imposed on the employees. Work-related stereotypes have been around for centuries (Reskin and Hartmann, 1996; Kessler–Harris 2002). However, while some of the stereotypes are wrong and should be done away with, a number are actually borne out of the accurate generalizations and observations of individuals within the labor market. For instance, within the United States automobile industry, there is a general expression that for certain motor-vehicle operations,

especially those that require high levels of manipulation and attention to detail, women are generally more superior and offer better services as compared to men. Additionally, within the electrical industry, it was largely agreed that majority of the high-precision jobs “required a feminine touch with high levels of patience and small fingers” (Glady 2008, p. 31). According to Schiliro (2013), the replacement of women with men in the military would lead to high levels of reduction in productivity for roles that require consistent repetition, finger dexterity and patience. Such stereotypes were considered as being highly accurate and reflected the various advantages that gender bestowed upon different individuals within the workplace, depending on the type of industry being considered. In fact, in one European court case, it was the ruling of the presiding judge that “the demand of male muscle in certain work-related activities is as important as the skills and experience the employees possess, and therefore should be a deciding factor in making productivity and earnings judgments within the workplace” Torrington and Hall (1998, p. 606).

Similar sentiments are found throughout the world, with a governmental report from Sweden arguing that “some work-related activities are more suited to women than they are for men and vice versa. In fact, the report suggests that the superiority of a particular gender in doing a specific work-related task is so high that it would be incomprehensible to do away with them and replace with a different gender. For example, while women have been known to have high dexterity and endurance, they are significantly less physically endowed as compared to men thereby reducing their productivity in fields that require heavy lifting and exertion of physical strength. Additionally, women are seen as having comparatively higher levels of patience and attention to detail, thereby suitably positioning them in fields such as secretarial and office management work.

There have been numerous interesting efforts towards gender-typing certain different work-roles along gender lines through the argument of supposed productivity. The proponents of these efforts argue that, from a statistical perspective, it is within the employers' right to hire the particular gender that he/she feels is best suited to the given role. For example, with the introduction of the Linotype typing machine in the mid-1930s, majority of the industries argued that the device is most suited to female employees because of their aptness for details as well as small fingers. Automobile mechanical work has been highly regarded as a man's job since it generally requires physical strength, is dirty, as well as the assumption that women lack the mental acuity required to comprehend all the parts in a mechanical object (Baron 2007).

In order to adequately investigate the existence of productivity barriers resulting from the type of job that is assigned, it is important to analyze situation where men are assigned roles that have traditionally been stereotyped for women, and have realized superior productivity. However, as Weber (2008) notes, while there has been much writings regarding this phenomenon, there are hardly any exactly recording or investigations that have been done and the conclusions that have been made by these studies point to existence of unnatural phenomenon that cannot be expected and simulated in every workplace environment. In one such study. Halaby (1982) argue that while men are known to spend comparatively large number of hours working on computers and technological devices as compared to women, their lower attention to detail and generally reduced interest in management activities reduce their appeal towards secretarial jobs. The table below shows a summary of the gender discrimination regime and apparent productivity differences between men and women in the workplace as the primary independent variables while the dependent variable is represented by the productivity and wage gap of the employees.

Productivity Differences and Discrimination Regime			
Discrimination	Productivity Differences By Sex		
	No	Men More Productive	Women More Productive
No	No Wage Gap	Wage Gap in Favor of Men, Same Under Time and Piece Rates	Wage Gap in Favor of Women, Same Under Time and Piece Rates
Yes	Wage Gap in Favor of Men Under Time Rates, No Wage Gap Under Piece Rates	Wage Gap in Favor of Men, Larger Under Time Than Piece Rates	Wage Gap in Favor of Women Under Piece Rates, Direction of Wage Gap Under Time Rates Is Not Decidable

Figure 4: Productivity and discrimination differences along gender lines (Source: Browne 2008, p. 19)

2.5. Hours worked

According to Browne (2008), “there exists a gender variation in the number of hours that are worked by both men and women within any professional and non-professional setting, thereby leading to the occurrence of a productivity and earnings gap between the two.” Studies conducted indicate that, on average, men have a comparatively higher total number of hours worked as compared to women, effectively increasing their productivity and pay. Becker (2006) attributes this to the traditional division of labor within society and the family unit, with increasingly more women being required to delegate more time towards housework and homecare-related activities while men are free to dedicate most of their time towards the advancement of their careers. According to this study, married women with children are generally at a disadvantage while participating in professional careers as they have to work towards achieving a suitable balance between homecare and work. In fact, in most cases, work-related operations often suffer as the women struggle towards the achievement of this elusive balance, leading to a decline in their performance and earnings. Other studies suggest that, after getting married and having children, majority of the women, succumbing to social expectations and maternal instincts opt for part-time and flexible schedules within the professional world where they can take care of their families while at the same time earning a living. In these

situations, the women prefer to be assigned to duty stations that are close to their families, with social expectations

2.6.Choosing the right gender for the job

Women are more likely to work in fields that do not require physical interactivity as compared to men. This is related to the fact that men are comparatively more physical than women, thereby allowing them the muscular advantage to participate in such activities. Additionally, as Simons (2009) argues, women are increasingly more presented in unpaid and wage related employment activities while men are equally more represented in formal work relationships within the private sector. In fact, according to a study carried out by Cranford (2012), women represent approximately 40 percent of the total global workforce, but only 42 percent of this number is present paid or wage labor.

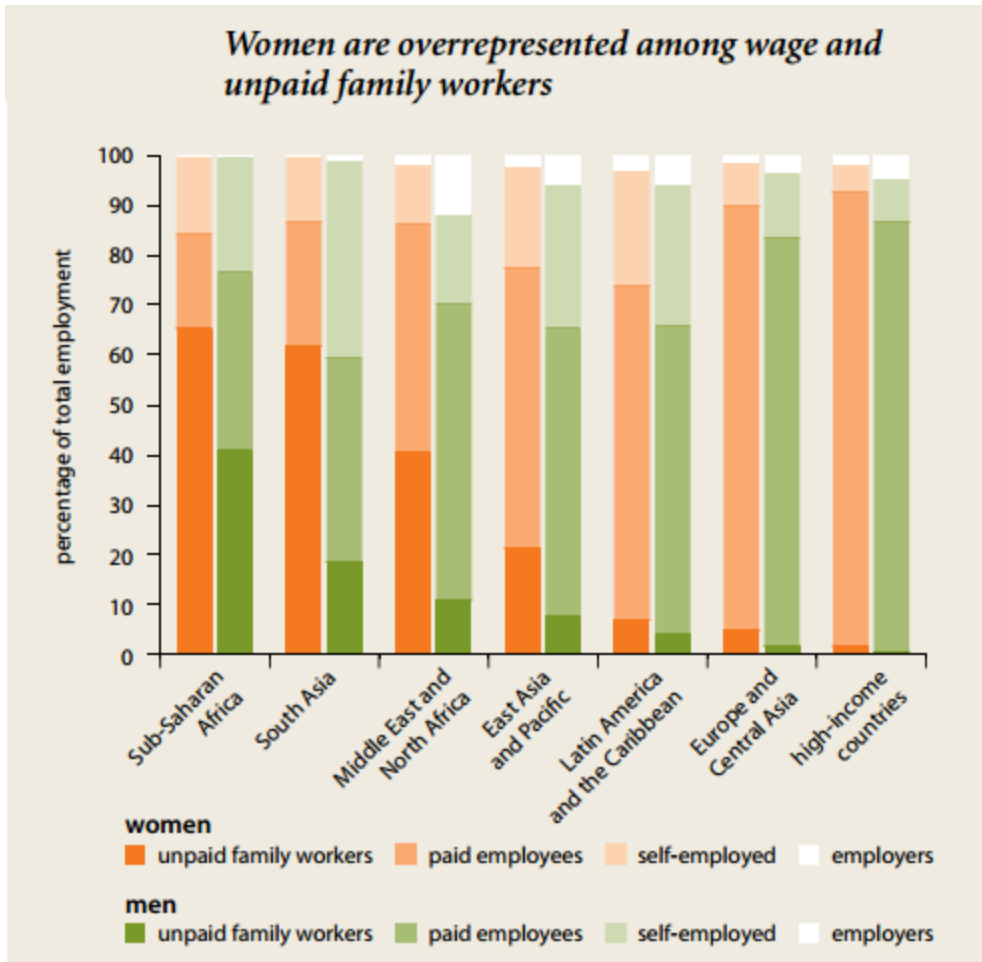


Figure 5: Women Wage gap and unpaid work (Source: Cranford 2012, p. 81)

The focus on the level of employee productivity while using the level of the earnings as the primary indicator of whether a given job is “good” or “bad” makes the assumption that employment opportunities that have the ability of being undertaken by both men and women and pay higher wages are necessarily preferred by both genders. While there are instances where individuals are not too concerned with the level of pay that is earned by a given job as much as the satisfaction of the performance of the tasks, it has generally been argued that most people would prefer a job engagement that not only reasonably satisfies their desire to do a meaningful task, but also the meets their financial needs.

Studies carried out with regards to the existence differential productivity in relation to gender suggest three things. Firstly, the existence of gender differences between human resource capital with regards to men and women leads to the occurrence of difference in the levels of productivity and earnings- though their relative level of significance is slowly decreasing with the decrease in the decline in the level of the education gap. Secondly, women employees are as efficient in the performance of regular duties as their male counterparts. However, this is only true after taking into account the gender-specific work details and requirements of the role, together with access to produce inputs that might aid in the performance of the duties assigned. Lastly, although majority of the industries might show signs of gender discrimination (either male or female depending on the particular industry), the largest percentage of the productivity and wage difference can be accounted by the different genders sorting into various occupations depending on their tastes and preferences. In this regards, while the variations in the employee characteristics, especially with regards to human capital and the level of returns to the company mater, it is primarily the differences in the employment types and choices alongside the type of employment that suits a particular set of needs that actually influence productivity and earnings (Connor 2008).

According to Browne (2008), women typically earn less than men because of the fact that they avail to the labor market varying capacities of productivity as compared to those of men. According to this argument, women may not have invested as much in education and professional development as their male counterparts, and therefore may be less productive as compared to men. This argument is based on the premise that societal expectations of men and women are different, primarily making the assumptions that women are supposed to stay at home and take care of domestic-related matters while men pursue professional careers. Even at age

when modernization and equality characterizes today's communities, the innate differences between men and women still seek to place strict expectations on the different genders with reference to the roles that each play within the society, with women primarily being relegated to housework and taking care of the family while men are more inclined to taking care of the family financially through the provision of economic sustenance. Empirical studies that have previously been carried out on the topic have primarily only been able to explain a small portion – approximately smaller than 20 percent- of the earnings and productivity differentials between men and women, controlling for the existence of varying characterizes of education levels and age.

2.7.The need for productivity analysis in the UAE

A primary challenge for UAE businesses today is the development of suitable options through which the productivity of the human resources can be measured and analysed. In fact, according to Al-Kaabi (2010), it has increasingly become important for organization to create an environment where the employees understand what is required of them, the company goals and direction and how these can be achieved so as to remain competitive in the market. Accordingly, this has necessitated the development of a holistic approach towards the evaluation of the input of the human resources within the region, necessitating the development and integration of productivity and performance measurement safeguards so as to ensure that the human resource operations are truly aligned with the strategic objectives of the organization. In order to achieve the envisioned organizational excellence, it is highly necessary that the productivity of the employee be high. In the modern age, there has been an increase in the level of demand for higher productivity from the employee pool, coupled with the integration of higher performance

and efficiency measures so as to track the operations of the employees and determine areas where improvements can be made-either in operations, administration or social interactions.

It is a crystal clear fact, that most managers nowadays had agreed that demands for better productivity and higher efficiency has increased, according to Samuel (2010), who had additionally stated that the major factor affecting the organization's optimization level is the human resources productivity. Generally, productivity is related with the enhancement of the current skills of employees to increase the efficiency of their tasks performance. In essence, the most out of all the resources shall be utilized; i.e. the facilities, personal capabilities, supporting materials and equipment, etc. per Akinyele (2009), the productivity is majorly important to all employees at any organization, which in return takes an effect into the national economy. Moreover, at a better productive national economy, competition increases what leads into a better global market; and this explains why many developing countries are following the lead of developed nations in paying more attention into productivity. (Sedghi 2009).

Currently, the oil and petroleum industry within the UAE has undergone tremendous development, though still remaining volatile and labour intensive. As a result, there has been an increased tendency for the organizations to deploy strategies that are aimed at decreasing their operating costs while at the same time increasing productivity, which would ultimately heighten their overall profit margins and revenue. Other private and public industries have not been left behind. Effective management of the productivity and performance of the human resources within the UAE has therefore become an essential tool through which the organizations can be able to increase their revenue, while remaining competitive in the market.

2.8. Employment situation in the UAE

According to Shallal (2011), the United Arab Emirates (UAE) represents one of the fastest growing economies in the world, preferentially described as an open community in which women have been offered more freedom of expression and participation as compared to other countries within the Middle East. In fact, according to a world economic forum held on the year 2010, the UAE was ranked at position 103 from a total of 134 countries, in relation to the national index that relates the gender gap index and the level of participation of the women in matters that relate to development and growth of the country. From the list of countries that were sampled, Kuwait was ranked at position 105 while Bahrain was ranked at 110 in relation to the level of participation of women in matters that relate to development as well as their relative presence in the nation's workforce. Saudi Arabia and Yemen occupied positions 129 and 134 respectively out of the possible total of 134 countries. From another study that was carried out by a management study that focusses on the performance and participation of women in the workplace, the rate of participation of women participation in the UAE against that of men is rated at 59 percent, which is the highest level amongst other neighboring Arab countries (Alnaqbi 2011).

Additionally, there has been a steady increase in the level of evolution that has been witnessed in the region, with the UAE increasingly realizing support for women in the workplace and offering wider and varying educational opportunities than had been available in the past. This has largely been occasioned by calls from the late President Sheikh Zayed bin Sultan Al Nahyan arguing for the development and adoption of the ideals of equality within the workplace as well as the full participation of women so as to occupy a distinctive position within their society (Swaroop, 2007). According to Shallal (2011) approximately 22percent of the total jobs

within the UAE are occupied by women, with approximately 30 percent of the jobs having women occupying decision making positions in government and private organizations:

Years	Population	Labor Force (15 years and above)	Employment
2008	4.765	3.043	2.930
2007	4.488	2.840	2.742
2006	4.229	2.647	2.563
2005 census	4.106	2.560	2.480

Figure 6: UAE Labor Force (Source: Shallal 2011, p. 3)

While the national participation of women in the workplace has steadily shown signs of increase, there is still a comparatively large gap between men and women with regards to their ability to occupy decisions making positions and the number of leadership roles that are assigned to women within the UAE workplace. In fact, in spite of the governmental pressure to have equality within the UAE workplace, the participation, acceptance and performance of the women within leadership and decision making roles within the workplace I still seen to present significant challenge. A number of reasons can be used to explain the existence of this phenomena. First, Shallal (2011) argues that the participation and improvement performance of women within the UAE labor market is highly hampered by the significant disparity between the number of women and men in the country. According to this study, the over 2 million number of men within the nation far exceed the less than 1 million women within the region, thereby significantly outvoting their performance within the labor market. With the labor market in the UAE being dominated by men, it is no wonder that majority of the decision making and leadership positions within the Arab State are run by men, with their domination and possible discrimination negatively affecting the participation of women. Additionally, majority of the

expatriate workers within the Arab state are men, further decreasing the participation, performance and possible productivity of the women.

Emirates	Total National and Non National		
	Total	Males	Females
Abu Dhabi	815,356	117,830	697,526
Dubai	998,415	123,385	875,030
Sharjah	442,005	56,806	385,199
Ajman	102,775	12,005	90,770
Umm AlQuwain	26,100	5,106	20,994
RasAl-Khaima	108,498	19,071	89,427
Fujairah	65,392	10,775	54,617
G. Total	2,558,541	344,978	2,213,563

Figure 7: population difference between men and women

Secondly, some of the countries within the UAE restrict the number of women participation within their staff for a number of reasons. Rosenthal *et al.* (2014), argues that some of the organization within the state discriminate against women since women employees expect higher levels of flexibility within the work schedules and higher employee privileges as compared to the expatriate male employees whose participation is much easier and constrained by the requirements of their original contract.

Thirdly, there is a high level of instances where UAE women, previously employed in significant positions within governmental and private, institutions, cease their employment after they get married or start to have children. This has been linked to the social and psychological expectations of the Muslim community for the woman to take up the social responsibility of taking care of the family's domestic affairs rather than engaging in employment activities which are typically assigned to women. Additionally, Rosenthal *et al.* (2014) notes that there is an inadequate number of childcare facilities within the UAE to take care of children that have been born, thereby necessitating that women stay at home after giving birth in order to take care of their children. After the children have reached an age where a nanny can take care of them, or

even in situations where the economic conditions within the household necessitate that the family get another source of income in order to supplement that which is gained by the primary breadwinner, women often choose jobs that do not take too much time away from their family time as they feel obligated to continue taking care of the family. In this regards, Rosenthal *et al.* (2014) argues that majority of the women in the UAE who are employed while at the same time taking care of their families opt to have jobs that are flexible, not far away from their homes and are part-time. Part time and flexible jobs a convenient for the women as they can be able to concurrently work as they take care of their families. This is in contrast to the men in the region whose role is defined as the primary breadwinners of the family and therefore, societal expectations is that they work towards taking care of their families' financial needs. In this regards, the men work harder, for longer hours and are often in fulltime work. Productivity between these two functional work groups is therefore characterized by the number of hours that are worked together with the total amount of time that they are away from work in order to perform other activities (mostly domestic) that do not relate to the jobs they are employed. While there has been a rise in the number of women opting for freelance work which can be performed in the house rather than having to go to an office, their performance is significantly reduced as the omen have to also attend to other matters while at the same time performing work related activities. These dramatic changes that have been witnessed in the UAE have significantly changed the gender-role and work-related performance differences between the two genders

2.9.Job satisfaction

Job satisfaction, otherwise generally referred to as the level of employee satisfaction, defines the level of contentment that the employees feel with their jobs, specifically entailing

whether they like their treatment within the organization, the roles that have been assigned to them and the type and nature of supervision (Eriksson, Henttonen & Merinen 2008). In another definition offered by Saari and Judge (2004), job satisfaction can be defined from a psychological approach as entailing the emotional and psychological emotions that the employees are with regards to their job, primarily noting that the level of job satisfaction is directly related to the general well-being, treatment remuneration and employer relationships within the workforce. In fact, Saari and Judge (2004) argue that “happy employees can directly be equated to productive employee.” This direct relationship tends to infer that the productivity of the employees is directly related to their level of happiness and job satisfaction. The level of satisfaction with one work-related activities can also be defined with regards to the extent of “pleasurable or positive experiences that can be directly associated with the activities, roles and responsibilities that have been assigned, together with the appraisal of one’s work-related activities” Saari and Judge (2004, p. 6). Implicit within this definition of the level of importance of the employee satisfaction is the fact that these are feelings, attitudes, thoughts and perceptions of the employees towards the employment opportunity they have, and which are often widespread throughout the entire organization as a result of the various interactions that the employees have with each other.

When an individual thinks about something that they are doing, then they start to develop feelings, emotions and attitudes towards the particular things that they are doing. In this regards, the cognitive mind of the employee and its affect are inextricably entwined in that one cannot exist without the other. Gallego-Álvarez *et al.* (2010) argues that it is impossible to assess the level of job productivity that is experienced by an employee without having to first evaluate their job satisfaction and the attitudes they have towards their job. If the employees have a bad or

negative attitude towards their job or roles that they have been assigned, then it is likely that their productivity will be significantly reduced as compared to employees whose attitudes, perception and thoughts about their job is positive and directed towards increased productivity.

2.9.1. Job satisfaction and productivity

The level of job satisfaction has received significant attention from researchers all over the world, with numerous attempts to characterize the various influences and effects of varying levels of job satisfaction amongst the employee community (Blegen, 1993). To many employees, job satisfaction implies being content with the roles and responsibilities that have been assigned and having a positive attitude towards carrying them out. The levels of job satisfaction is measured in a number of different ways depending on the study and the researchers carrying out the study. While there is no general consensus with regards to the measurement of the level of satisfaction that the employees have with regards to their assigned roles and responsibilities, it is accepted convention to ask the employees to rate their levels of satisfaction, agreement and contentment with the various facets of the employment environment: such as the offer of promotions within the organization, the amount of pay, their relationships with the supervisors, the level of security offered by their current job, their ability to define the work environment through the incorporation of their own initiative, together with the actual working hours that the employees have to be within the premises of the organization (Clark, 1997). Additionally, the level of employee satisfaction can be determined through the use of the Likert Scale, where the employees are requested to rank their agreement or disagreement with the facts that have been provided on a given scale of numbers. For example, such a study was carried out by Leightey (2006, p. 52), where the employees were requested to rate their

“satisfaction with the roles that have been assigned”, “satisfaction with the type of supervision that has been provided within the organization.” In other cases, job satisfaction within an employment environment can be sought through the use of objective questioning, where the employees are made to question their own satisfaction and give inferences about their feelings and opinions about their relationship with their job roles and activities that have been assigned.

A number of factors have been defined as being the contributing factors towards job satisfaction within an employment environment. These range from the demographical factors of the respondents (for instance their age and gender), operational workplace factors (such as the roles and responsibilities that have been assigned), to social factors (for instance the social expectations of the community members with regards to the interactions of the employee, the acceptability of the roles that have been assigned within the society, the social influences amongst the employee pool, together with the type of relationship that the employees have with their supervisors and other employees within the organization as well as their own self-esteem). Employees generally look for a workplace environment that provides acceptable environment, positive criticism, acceptable remuneration and proactive work relationships while at the same time keeping away from environments that they feel will lower their self-esteem, reduce their levels of happiness and no pay them well enough that they would want to stay.

The issue of the implication of job satisfaction and employee productivity can be traced back to the traditional Hawthorne studies (Jensen *et al.* 2014) which suggest that there is a positive increase in the level of employee productivity with increasing levels of employee satisfaction. It is increasingly implicitly understood that individuals within a workplace environment work for a variety of reasons other than the simple act of getting paid for the services rendered. In fact, majority of the employees would rather work in a place where their services are appreciated, they

feel happy and feel that they are contributing towards a better change to their environment rather than simply working in a place where they are unhappy all the time, are treated badly and where their services are misunderstood and underappreciated. Research has recently shown that the level of job satisfaction of the employees within a workplace environment is directly related to their happiness (Smith 2002). According to this study, workplace activities occupy a large amount of the employees' time and thereby presents a primary part of the social standing of the individual together with influencing the largest part of who the individual is within the society. In this case, any situation that makes the person unhappy within their workplace environment generally influences their level of happiness within the community and daily lives, necessitating special consideration and reflection in the choices that are made. Because of the central role that work plays on the general wellbeing and interaction with other individuals within the community, it is important to specifically consider the value and level of happiness that is experienced by the individuals within their workplace environment as it directly influences their interaction with other people as well as their family life.

This issue of job satisfaction continues to play an important role in the determination of the productivity of employees and their performance within the workplace, and especially with regards to gender inequalities within the workplace and the influence of this on job performance and effective productivity. This is because women have increasingly been documented as being comparatively less satisfied with their workplace environment as a result of the resultant conflict between family and workplace balance (Dencker 2008; Bender *et al.* 2005). In relation to the level of women satisfaction with their job, the UAE is no exception (Al-Ajmi 2001). Because of the existence of the family-work balance conflict, women are often considered as being unsatisfied with the amount of time they spend at home with their children and husband as

compared to that which is spent at work, leading to significant productivity differences between men and women. In fact, according to Allen *et al.* (2000), work-family conflicts arise out the absence of possible, non-clashing balances between the family life and the workplace activities, especially with regards to the fact that, in some instances, the workplace roles and responsibilities, often clash with the family responsibilities. For example, young families that have children often find it difficult to concentrate on their job related activities, often leading to the occurrence of role imbalances that are characterized by poor productivity, reduced attendance and lack of attentiveness to details. It is therefore necessary to consider the familial obligations of each gender in relation to their level of job satisfaction and productivity. Krouse *et al.* (2007) suggests that the family-work conflict is hardest on women as they are the primary caregivers within the family unit, often left to take care of the children, older parents and domestic affairs as men are primarily expected to take care of the work-related affairs that are mainly concerned with the earning of a meaning revenue and development of a career so as to take care of the economic needs of the family.

With these discernible differences between the expectations of the different genders with reference to the workplace environment, it is common to see differences in the levels of satisfaction between the two with respect to the extent to which these rules can be satisfied. If the man cannot fully satisfy the financial responsibilities of providing economic sustenance to the family unit, then there are often high occurrences of loss of satisfaction in the job. In this case, the job does not make it possible for the individual to fulfil their obligations within the community and therefore there is need to consider other alternatives that will make this possible. Often, men increase their participation in the work-related operations- work longer hours, increase their throughput and generally work harder- so that they increase their chances of

getting a promotion that will possibly lead to higher pay and increased job satisfaction. Women, on the other hand, consider job satisfaction with respect to the nature in which it increases their levels of happiness, while not interfering with their different work-family balance expectations. In many communities, the UAE not being an exception, the societal expectation of the women is to primarily take care of the family by offering emotional and psychological support to the family unit. While the man offers financial input, the woman is expected to provide emotional support through giving attention, care, love and general administration within the family unit. Accordingly, if the job does not provide enough time for the woman to perform these duties, then it is deemed unsatisfactory. In fact, Selvarajan, Slattery and Stringer (2015) argues that the level of job satisfaction of the woman is directly related to the ability of the job to provide support for the family unit, with respect to the existence of a balance between the amount of time that the individual is expected to be at work and that which they are at home.

2.9.2. Gender-Related Factors affecting job satisfaction

According to Schieman et al. (2009), job satisfaction is directly related to the level of hygiene that is provided within the workplace environment, the amount of time that the employees have to spend within the workplace carrying out work-related activities, together with the amount of motivation that is presented to perform employee roles. According to this study, majority of the UAE employees consider a satisfactory job environment as one that does not interfere with their work-family balance, together with the provision of a suitable environment within which they can be able to perform their duties. Hygiene is only considered a factor when it is absent, such that, employees would not want to work in a dirty environment that does not present a suitable environment where they can be able to perform their personal hygiene

routines. This is a factor that is attributed to women who consider the hygiene of the workplace as an extension of their own personal hygiene. Motivation to perform the work-related is considered in terms of the amount of remuneration that the employees get, the possibilities for promotion in relation to the level of productivity, heightened levels of job security, together with positive criticism as a result of activities that have been performed. Employees have a good feeling when they feel they are positively motivated to perform the tasks that have been assigned to them, with the absence of discrimination increasing this level of job satisfaction.

According to Shallal (2011) the level of gender-related levels of satisfaction can be attributed to the levels of acceptance of the participation of both women and men in the different workplace environments, thereby increasing the throughput of the different genders with regards to productivity. A study carried out in relation to Emirati men and women, the level of satisfaction in one's job result from a number of sources, amongst them being the relationship with their supervisors. If the relationship between the woman employee and their supervisor is good and they do not discriminate against because of their gender, then they feel satisfied with the environment within which they are employed. Additionally, Shallal (2011) argues that women stay within an environment with which they are dissatisfied for a number of reasons, chief amongst them being the need to take care of their families' wellbeing –especially in cases where the income brought in by their husband is not sufficient to take care of the family or the husband is absent. Additionally, women often become accustomed to the work environment which they are in and would not want to give it as a result of their dissatisfaction. As a result, they stay within the dissatisfying work environment effectively decreasing their levels of productivity. Men on the other hand are categorized as staying within a dissatisfying environment for the sake of gaining experience and growing the extent of their work-related

skills. Additionally, women greatly value the occurrence of great personal growth and staying within one place of employment increases the chances of promotions which would lead to personal growth.

Other studies carried out by Metle (2002) within the UAE suggest that the local traditional cultures of the Arab community have a higher level of influence on the level of gender-related job satisfaction within the workforce. According to this study, societal expectations from the different genders irrevocably cause job satisfaction traits, where if these expectations are not met, then the individual develops unconscious dissatisfaction with the workplace environment which in turn leads to poor productivity.

2.9.3. Gender and workplace cultures

Throughout history, Arabic women have been seen as working outside the confines of their homes as their husbands travelled for long distances and over extended period of time for trade. However, the past three decades, it has increasingly become unseemly for women to engage their participation within the public labor market. In the early 2000s, the oil developing countries in the Middle East started the implementation of strategies aimed at reducing the region's reliance on expatriate employment, seeking to increase the number of local people who are employed in the oil and petroleum companies. Nonetheless, the conservative attitudes and cultures of the Arab world have increasingly hampered the full participation and productivity of the women, with Phillips (2007) characterizing the UAE as a "bastion of male chauvinism" and dominance. Accordingly, majority of the employers within the region are still under the traditional, and culturally bound assumption that the woman's place is at home where they are required to take care of the children and look after their husbands. Within the Muslim cultural

traditions and beliefs, deviation from the expectations and norms, especially for the case of women, is a sign of rebellion and going against the sacred principles. According to Lansky, the deviation from the expectations of the religion and traditions is viewed by many as a departure from the divine will, which fosters discrimination and unacceptance within the workplace.

These traditions have significantly negatively affected the participation and effective productivity of the women within the region, as majority do not wish to defy the expectations and be rejected by society. As a form of discriminatory culture within the workplace environment, there is reduced quality and availability of positions within majority of the UAE organizations, with justification sourced from religion as well as traditional cultures and expectation of the residents.

2.10. Motivation and Productivity

According to Armania-Kepuladze (2010), employee motivation can be defined as the psychological force that effectively determines the behavior and attitude of a given individual within an organizational setting, either driving them towards increased performance or reducing their willingness to work and general job performance. According to the author, aimful management of the human resources within the organization is dependent on the implementation of suitable motivation strategies by the organization, thereby directing their productivity and performance, together with the overall retention rate of the organization. The author states that the motivation of the employees entails much more than the mere meeting of the goals and usability requirements of the human resources team, largely encompassing the development of an understanding of the various differences within the employee group, whether this is demarcated by gender, age, social status or organizational position.

2.10.1. General fundamentals of Motivation Theory

The general theories of motivation include various modifications with regards to their source and the underlying opinions held within them. However, majority of these theories are founded upon the investigations of Abraham Maslow, stating that the behavior and attitudes of people within any given setting can be characterized by the successive satisfaction of their basic needs (Armania-Kepuladze 2010). Accordingly, human needs can be decomposed into a series of successive hierarchies, with the first two lower layer groups forming the basic needs of any human being. Maslow argued that the activities of human beings are primarily directed towards the satisfaction of the lower primary needs, after which the other needs in the upper hierarchies can then be considered.

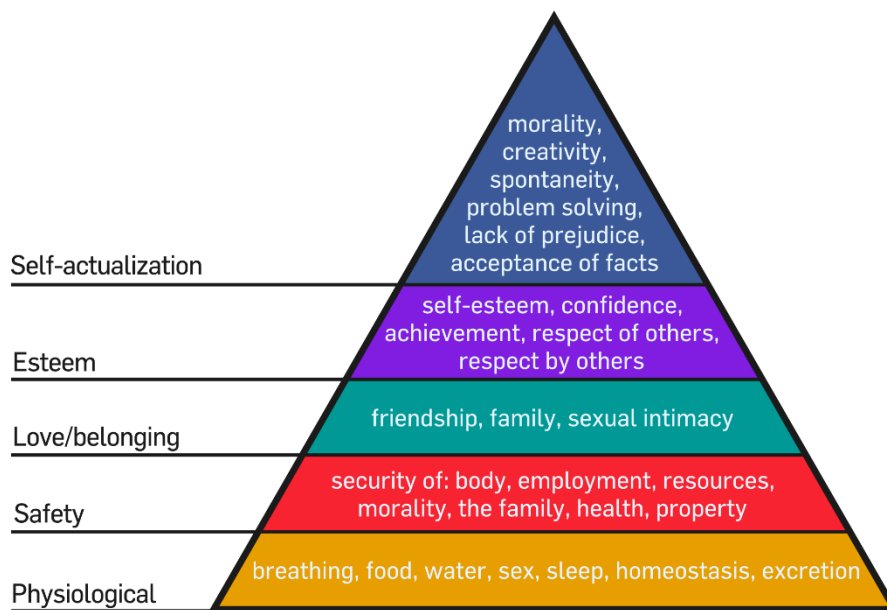


Figure 8: Maslow's Hierarchy of Needs (Source: Smith 2002, p. 164)

2.10.2. Gender Stereotypes and Employee Motivation

The investigations on the differences between the levels of motivation based on gender is based on the idea that there are various stereotypical differences between men and women which can be traced throughout history and which define the inherent differences between the levels of motivation between men and women. These are closely linked to the cultural, political, traditional and social beliefs and attitudes that are held by the people within the given community, significantly influencing their attitudes and motivation towards their job. According to the study carried out by Armania-Kepuladze (2010), gender stereotypes are directly connected to the level and nature of the upbringing which employees have, which is determined by the culture and social beliefs that are held by the communities. According to this study, for example, Muslim men are brought up under the tutorage of being the breadwinners and providers of the family, with all efforts being directed towards increasing their ability to provide and become productive so as to take care of their families. These traditions and cultures are greatly enhanced and celebrated within the education and religious systems, thereby becoming a part of the life of the young adults being groomed to join the workforce. Accordingly, the study notes that, as a result of this constant grooming, tutorage and community expectations, men become significantly more productive within the workplace as compared to women.

The study concedes that the same case applies for women that receive the same level of expectations and tutorage, especially in situations where the family does not have any boys and societal cultures have evolved. In such situations, the female is groomed to become as much a hard worker, bread-winner and provider as the men, thereby increasing their competitiveness and overall productivity.

CHAPTER THREE: METHODOLOGY AND RESEARCH DESIGN

3.1.Introduction

The literature review carried out in this study offers significant basis that there exists considerable differences between the levels of productivity between men and women within the workplace. This chapter will provide the research methodology and design for carrying out the study, together with the collection of the data that is aimed at answering the research questions formulated. The chapter will offer a suitable justification for the data collection and analysis paradigm adopted, together with the ethical considerations made during the data collection process.

3.2.Research Design

In research study design and implementation, there is need for the researchers to collect and analyze the primary data from the research area in order to make informed and provable conclusions to the research questions. Once the decision has been made by the researcher to carry out a given study, then it becomes pertinent to determine the type of data that will be collected together with the most appropriate technique through which this data can be gathered. There are two types of data to be collected in the analysis of the level of male and female productivity within the workplace:

3.2.1. Quantitative data

Quantitative data refers to the statistical or numerical data type used in research, whose analysis is carried out through the use of mathematical tools and models (Patton 2002). The solutions that are generated from this type of data are graphical and tabular, thereby offering a suitable visual reflection of the current situation within the study region. In this case, quantitative data will be collected through use of a self-administered questionnaire which will hold a series of multiple choice, Likert Scale based question and answer options through which the respondents can be able to make choices from depending on the factors that best suit their case. A statistical analysis package, Statistical Package for the Social Sciences (SPSS) version 16, will be used for the evaluation and graphical/tabular analysis of the questionnaire responses, thereby making it possible for the arrival at a conclusion based on the data collected.

For this study, the author chose to use 10 closed-ended questions in order to complete the quantitative data collection part. Closed ended questions refer to the use of questions whose options and possible answers have been provided, thereby limiting the instances of users and respondents using their own solutions in order to provide answers. This increases the uniformity of the responses that are derived, making it easier to carry out the analysis and discussion of the results. However, this also increases the possibility of limiting the ability of the respondents to accurately express themselves as the solutions have already been provided for them and there is no room to accurately describe their feelings, emotions and perception of the topic being discussed (Fisher 1958). In order to avoid this, prior analysis and study of the research topic was carried out, making it possible to determine the possible questions that should be asked in order to gather the required information from the sample respondents.

While the questionnaire technique presents a suitable solution to the data collection and analysis requirement of the study it does also introduce the limitation of inflexibility and the absence of personal interaction with the respondents. Accordingly, the data collection method was integrated with the qualitative data collection technique, achieved through the use of a questionnaire.

3.2.2. Qualitative data

Qualitative data collection techniques are used to reference the non-numerical, perception related data regarding the opinions of the respondents with regards to the study topic (Fisher 1958). In this case, the qualitative data will be collected through the use of face-to-face interview with respondents who are well versed with the issue of gender related productivity in the workplace.

For this study, a 35 minute face-to-face interview was arranged with a Human Resources Manager in a private firm in the UAE, seeking to gather first-hand information on the productivity variance between men and women in the region. The author prepared a series of questions to be discussed with the Human Resources Manager, thereby making it possible to gather more detailed information regarding the productivity issue in relation to gender.

3.3. Study Variables and Justification

The study aims to achieve the following:

- To carry out the exploration of the level of productivity between men and women within different firms in the UAE

- To identify the various reasons for the differences in the levels of productivity within the UAE region
- To identify and explore the various characteristics of productivity variations within the UAE, and their causative agents
- To recommend various techniques and strategies through which firms in the UAE can be able to successfully reduce productivity differentials, effectively increasing the total aggregated productivity of the entire workforce

Accordingly, it is the aim of the study to carry out investigations into the occurrence and prevalence of productivity differences between men and women within the workforce, thereby allowing the setting of characterizations and recommendations towards increasing productivity. Based on these objectives and the data collected and explained from the literature review, the study variables to be considered include:

- The independent variable: The operating cultures and norms within the organization
- The mediator variables: Different levels of employee motivation and pay gap in relation to gender, differing levels of education in relation to gender, gender bias and discrimination, job satisfaction, existing social cultures and traditions, together with the organizational policies on hiring, maintaining and promoting employees
- The dependent variable: Male and female workplace productivity

3.4. Conceptual Framework and Research Hypothesis

The conceptual framework used for the study is dependent on the literature review. The primary aim of carrying out the study is the analysis of the differences in productivity between male and female employees in a workplace environment. From the literature review, employee

productivity and the level of job satisfaction are considered to be directly connected, with their resultant influence on the performance of the employees within the organization being tied to the organizational policies and strategies for development and growth. Accordingly, the various strategies that are implemented by the organization towards growth and development can be considered as being the independent variables. The productivity of the employees, in relation to their gender variations is considered to be the dependent variable. The mediator variables include the differences in pay, education and supervision and general bias and discrimination between men and women in the workplace. Based on these three different types of variables, a suitable conceptual framework can be defined such that:

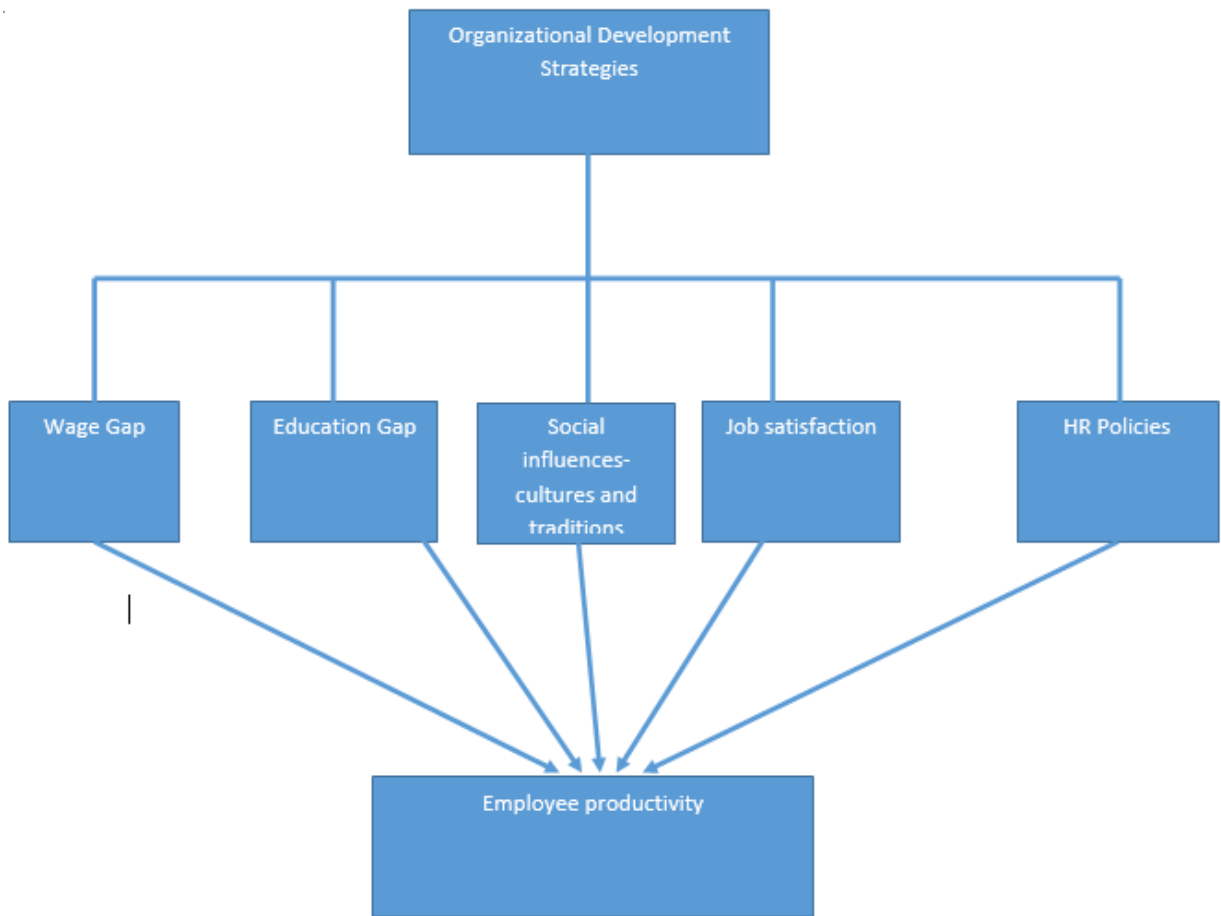


Figure 9: Conceptual Framework

The various research hypothesis developed for the study include:

H0: There is no relationship between productivity and gender within the workplace

H1: There is a positive relationship between gender and productivity within the workplace caused by the existence of a significant wage gap between men and women

H2: There is a negative relationship between employee productivity and the level of education between men and women in the workplace

H3: Social practices, traditions, cultures and beliefs have a negative effect on the productivity of the employees

H4: Increasing job satisfaction leads to a positive increase in the level of employee productivity

H5: Positive HR practices leads o increasing productivity of the employees.

3.5.Research Sample and Target Population

In order to accurately carry out the study, it is necessary to include a sizeable amount of the sample study population from whom the data can be collected. The sample study population used for this study represents a selected number of employees from the UAE, working in

different levels of employment and containing different gender. While random sampling would provide random results, judgment sampling was used instead so as to have an equal number of men and women in the study as well as to include an equal number of respondents from the various industries and expertise. With regards to the limited amount of time and resources and available to carry out the study, a sample size of 90 respondents was chosen.

3.6.Data Analysis

The data for statistical analysis was collected through the use of the questionnaire, created and delivered through the use of google surveys and forms. The development of this data collection tool by using a renowned mail engine makes it possible for the author to easily distribute the questionnaire to the possible respondents, as well as ensure suitable collection of the results once they have been completed. Quantitative data analysis can be achieved through the use of Statistical Package for the Social Sciences (SPSS) version 16.0.

Data Analysis

As a result of the limited amount of time available for the study, the cost of sampling together with the population parameters that were to be measured, the study was carried out with a sample size of 90 respondents chosen through random sampling. This included an even ratio of 45 men and 45 female employees.

Demographic Data

Age

The age of the respondents is an important factor as it aids in the determination of the existence of disparities with relation to gender. Accordingly, the respondents were requested to indicate their gender, with statistical analysis being used to create a graphical display of the distribution of the age, with respect to the gender of the respondents.

<i>Age</i>	<i>Frequency</i>	<i>Percentage Frequency</i>
<i>Below 21 years</i>	2	2.2%
<i>16-25</i>	28	31.1%
<i>36-45</i>	34	37.8%
<i>46-55</i>	21	23.3%
<i>Over 55</i>	5	5.6%
<i>Total</i>	90	100.0%

Figure 10: Age Distribution

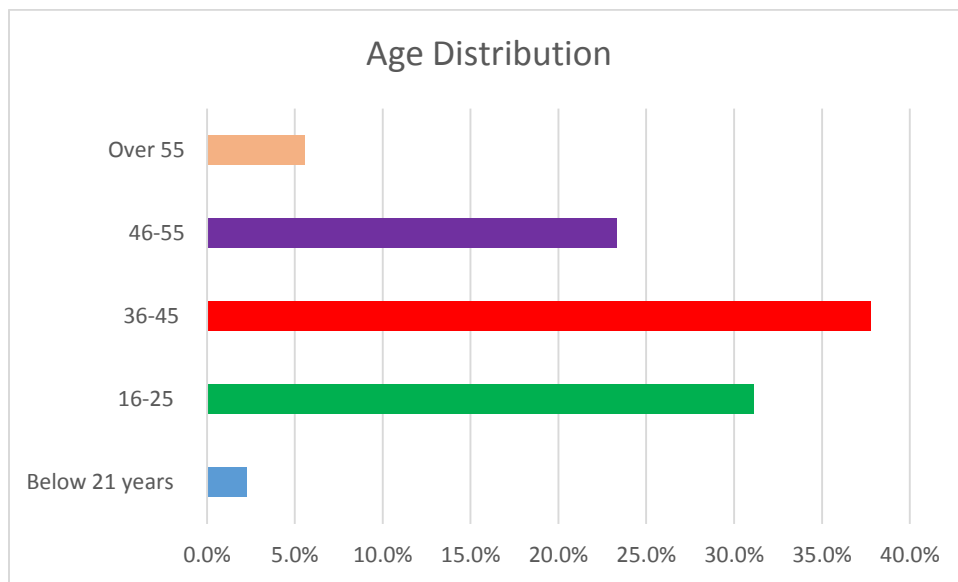


Figure 11: Age Distribution

An intersectional graph relating gender and age of the respondents revealed the following statistical data:

	<i>Male</i>	<i>Female</i>	<i>Total</i>
<i>Below 21 years</i>	1	1	2
<i>16-25</i>	16	12	28
<i>36-45</i>	19	15	34
<i>46-55</i>	13	8	21
<i>Over 55</i>	3	2	5
<i>Total</i>	52	38	90

Figure 12: Age Distribution

From the data collected, there was a significant disparity between the age of the female and male employees within the workplace, with female employees showing comparative reduction in statistical numbers as the age increases. This is attributed to the fact that female employees, especially those wishing to start families, are increasingly more inclined towards leaving or halting their employment endeavors so as to concentrate on taking care of their families. Men on the other hand, being the cultural providers of the family, are increasingly more inclined towards elevating their employment and career opportunities, leading to a rise in the number of employed men as the age increases.

Marital Status

The marital status of the respondents plays a major role in determining the presence of disparities between the performance of men and women in the workplace, allowing the study to determine the statistical distribution of the respondents with regards to their marital status.

<i>Marital Status</i>	<i>Frequency</i>	<i>Percentage Frequency</i>
<i>Single</i>	30	33.3%
<i>Married</i>	54	60.0%
<i>Divorced</i>	2	2.2%
<i>Others</i>	4	4.4%
<i>Total</i>	90	100.0%

Figure 13: Marital status

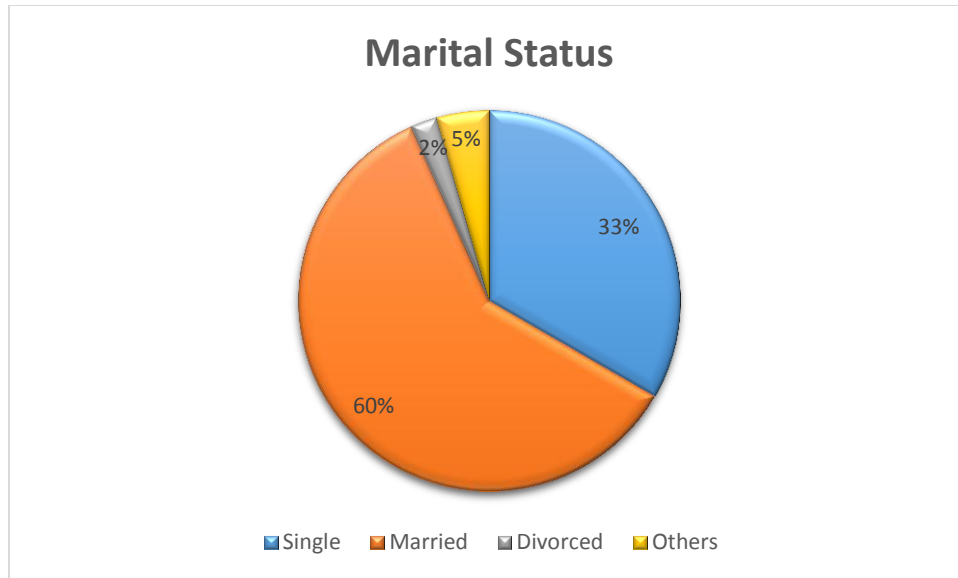


Figure 14: Marital status

The majority of the respondents in the study, with a 60% response rate, were married.

Noticeably, the number of divorced respondents were significantly low, representative of the comparatively low number of divorces in the UAE and the Arab world. Other respondents, 4% of the sample size, indicated that they were either widowed or had their marriages annulled.

Marriage is commonly used by recruitment agencies and human resource departments as indicators of stability and growth. This is because an individual with a family is least likely to quit their jobs because of the responsibility of providing for their families.

Education and experience

The education and experience of the respondents has a direct influence on their performance at the workplace. This is because individuals with a comparatively higher level of education and experience are expected to have a comparatively higher level of performance as compared to novice personnel.

<i>Years of experience</i>	<i>Frequency</i>	<i>Percentage Frequency</i>
<i>1 to 3 years</i>	16	17.8%
<i>4 to 6 years</i>	21	23.3%
<i>7 to 10 years</i>	29	32.2%
<i>11 to 15 years</i>	18	20.0%
<i>More than 15 years</i>	6	6.7%
Total	90	100%

Figure 15: Experience level

An inter-relational graph between the level of experience and gender revealed the following results:

<i>Years of experience</i>	<i>Men</i>	<i>Women</i>
<i>1 to 3 years</i>	9	7
<i>4 to 6 years</i>	12	9
<i>7 to 10 years</i>	18	11

<i>11 to 15 years</i>	13	5
<i>More than 15 years</i>	4	2

Figure 16: Experience level

<i>Education Level</i>	<i>Men</i>	<i>Women</i>
<i>Less than High School Diploma</i>	6	2
<i>High School Diploma</i>	8	11
<i>Tertiary college certificate</i>	11	13
<i>Bachelor's degree</i>	24	11
<i>Master's degree</i>	3	1

Figure 17: : Education level

According to the data collected, majority of the respondents, 32.2% had been in employment for 7-10 years. Men showed a comparatively higher level of experience with regards to the number of years as compared to women, which can be attributed to the fact that men are culturally assigned the role of providers while women are assigned the role of the caregivers in the families. Men also showed comparatively higher education levels as compared to women.

As a result, men are culturally expected to grow and developed their careers with reference to number of years worked and educational expertise while women sacrifice this in place of taking care of their families.

Number of Hours Worked

The number of hours worked within an organization is indicative of the level of dedication and availability of the individual, which directly influences their performance with regards to the expected throughput. Accordingly, the number of hours worked measure was used to determine the overall availability differential between men and women in the workplace, therefore making it possible to infer the possible sources of the existence of performance differentials between men and women.

<i>Average Number of hours worked in a week</i>	<i>Men</i>	<i>Women</i>
<i>10 - 20 Hours</i>	4	7
<i>21- 30 Hours</i>	8	12
<i>31 - 40 Hours</i>	24	17
<i>41 - 50 Hours</i>	8	4
<i>> 51 Hours</i>	5	1

Figure 18: Average number of hours worked in week

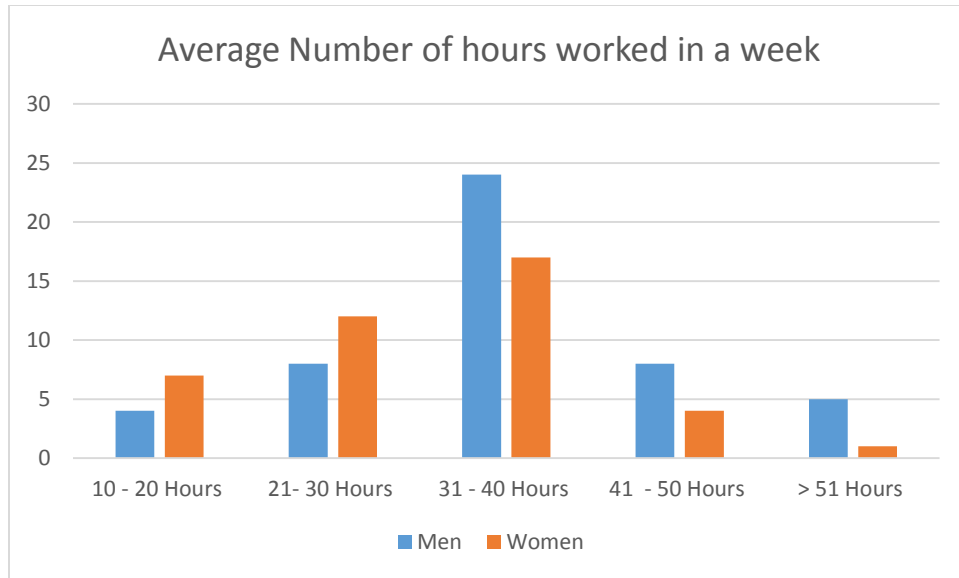


Figure 19: Average number of hours worked in week

According to the data collected, men showed a comparatively higher average of number of hours worked every work as compared to women, attributed to the cultural and social-related expectations and obligations that are placed on the different genders.

CHAPTER FOUR: CONCLUSION AND RECOMMENDATIONS

Conclusion

The study was designed to carry out an analysis of whether there exists any productivity and performance disparity between men and women within the workplace. This is directed by the need to determine whether men and women can suitably be placed within similar working conditions and expected to perform in a similar manner, with their productivity determined by how well they can be able to balance the social and workplace expectations that are required of them and whether any gender is advantaged (or disadvantaged) as compared to the other.

According to the data that was collected, there is significant evidence that there exist disparities between the performance of men and women within the workplace. Women are more socially inclined to take care of their familial and social responsibilities than men. In fact, as the study shows, cultural expectations that are placed on women are often directed towards reducing their participation in professional activities, which negatively drives their performance. Significant evidence from the study reveals that women, especially after getting married and childbirth are more socially inclined to take care of their families than to participate in professional development. This negatively affects their productivity in the workplace since they have to randomly shift between taking care of familial and social obligations and participating in workplace assignments. Men, on the other hand, are more socially inclined to seek further development after having families, which results in the need for more improvement in terms of their performance and productivity.

Additionally, the study shows that there exists a discernible pay gap between men and women within the workplace, which negatively influences their productivity. Especially in professional related jobs where the physical attributes of the individual should not reflect on

whether they can be able to perform the tasks or not, the discrimination within gender lines significantly reduces the morale and motivation of the female employees- which effectively reduces their productivity. Furthermore, the interaction of the employees with their supervisors affects their productivity, with female employees noticeably having poor relationships with their supervisors (especially in situations where the supervisors are also women).

Recommendations

More study and analysis requires to be carried out with reference to the existence of the gender pay gap in most professional workplace situations, and the influence that this has on the morale and motivation of the different genders. Secondly, more needs to be covered on the influence of motivation on the women employees, and how this can be used to boost their productivity within professional fields. Furthermore, studies should be conducted relating to the corporate social responsibility of the organization towards new mothers, and how the organization can increase the productivity of women after childbirth.

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Appendixes

Questionnaire

1. What is your age?

Below 21 years

16-25

36-45

46-55

Over 55

2. Gender

Male

Female

3. Marital Status

Single

Married

Divorced

Other (Kindly explain)

4. Type of employment

- Full-time employed
- Part-time employed
- Self-employed
- Unemployed
- Student
- Student and working
- Retired

5. What is your academic level? (*Select all that apply*)

- Less than High School Diploma
- High School Diploma
- Tertiary college certificate
- Bachelor's degree
- Master's degree

6. Nationality

- UAE National
- UAE Resident
- International expatriate

7. For how long have been employed within your current industry in the UAE

1 to 3 years

4 to 6 years

7 to 10 years

11 to 15 years

More than 15 years

Other (kindly explain)

8. What is your position within the organization?

Junior level employee

Part time employee

Full time employee

Management employee

Other (kindly explain)

Part Two: Job satisfaction

9. I am satisfied with my current job position and organizational strategies

- [1] Strongly Disagree
- [2] Disagree
- [3] Neutral
- [4] Agree
- [5] Strongly Agree

10. My supervisors concentrate on the sharing of knowledge, constructive criticism and exercise effective leadership qualities, increasing my satisfaction in the current role.

- [1] Strongly Disagree
- [2] Disagree
- [3] Neutral
- [4] Agree
- [5] Strongly Agree

11. The organization participates in the conversion of knowledge into actionable organization strategies which can be deployed so as to realize increased interpersonal relationships amongst the employees-such as the use of online video chat messages, instant messaging, regular departmental and organization meetings as well as exchange of emails

- [1] Strongly Disagree
- [2] Disagree
- [3] Neutral
- [4] Agree
- [5] Strongly Agree

12. I am positively recognized by my workmates in the organization together with my supervisors, positively increasing my self-esteem and motivation towards accomplishing work-related goals

- [1] Strongly Disagree
- [2] Disagree
- [3] Neutral
- [4] Agree
- [5] Strongly Agree

13. I am ready and willing to spend more time carrying out the assigned roles and responsibilities within the organization as this will increase my general productivity and performance

- [1] Strongly Disagree
- [2] Disagree
- [3] Neutral
- [4] Agree
- [5] Strongly Agree

14. I have work life balance, and my firm promotes safety, and health

- [1] Strongly Disagree
- [2] Disagree
- [3] Neutral
- [4] Agree
- [5] Strongly Agree

15. I clearly understand the goals, and objectives of my firm, so I can perform my work well.

- [1] Strongly Disagree
- [2] Disagree
- [3] Neutral
- [4] Agree
- [5] Strongly Agree

16. All the employees within the organization are given equal opportunities for performance
ad treated fairly, with no discrimination and prejudice along gender lines

- [1] Strongly Disagree
- [2] Disagree
- [3] Neutral
- [4] Agree
- [5] Strongly Agree

17. I feel that the amount of pay received is commensurate with the activities and tasks that
are performed

- [1] Strongly Disagree
- [2] Disagree
- [3] Neutral
- [4] Agree
- [5] Strongly Agree

18. I am satisfied with the amount of pay received

- [1] Strongly Disagree
- [2] Disagree
- [3] Neutral
- [4] Agree
- [5] Strongly Agree

19. Adequate training and development opportunities are offered

- [1] Strongly Disagree
- [2] Disagree
- [3] Neutral
- [4] Agree
- [5] Strongly Agree

20. I feel that I require more time to spend with my family and loved one causing dissatisfaction with my current job.

- [1] Strongly Disagree
- [2] Disagree
- [3] Neutral
- [4] Agree
- [5] Strongly Agree

21. I have realized that there is a wage gap between men and women in the workplace

- [1] Strongly Disagree
- [2] Disagree
- [3] Neutral
- [4] Agree
- [5] Strongly Agree

22. My current job is only a stepping stone position towards another job

- [1] Strongly Disagree
- [2] Disagree
- [3] Neutral
- [4] Agree
- [5] Strongly Agree

Part Three: Organizational Strategies influencing productivity

Kindly choose the options that best identify your feelings and attitudes towards your current workplace

Description	Agree	Strongly Agree	Neutral	Disagree	Strongly Disagree
Managers work with the mission to help both the employees and the firm succeed.					
Apart from financial benefits, the firm also concentrates on reaping non –financial benefits.					
By promoting strategic thinking, the firm increases employee productivity					
The mission of the firm is clear, and it gives an understanding of the firms’ objectives.					
Before implementing strategies at firm level, the managers perform in – depth environmental scanning, which are used in strategy formulation					
The strategies implemented are constantly evaluated and controlled.					
There is enhanced communication, and deeper understanding, of the firm’s goals.					