



Arab American University
Faculty of Graduate Studies

**Strategy for Breaking the Barriers of Gender Inequality:
The Case of Palestinian Women in the Public Sector**

**By
Jenine Abuamouneh**

Supervisor
Dr. Aysar P. Sussan

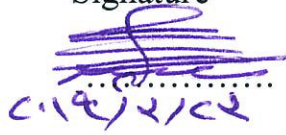
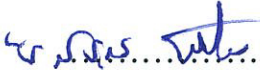
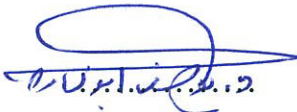
**This thesis was submitted in partial fulfillment of the
requirements for the Master's degree in
Strategic Planning and Fundraising**

February/2019

Strategy for Breaking the Barriers of Gender Inequality: The Case of Palestinian Women in the Public Sector

By
Jenine Abuamounch

This thesis was defended successfully on 06/02/2019 and approved by:

Committee members	Signature
1. Dr. Aysar Sussan (Main supervisor)	
2. Internal Examiner/Dr. Asri Saleh	
3. External Examiner/Dr. Yusef AbuFara	

The Declaration

I hereby declare that I have complied with all applicable rules, regulations, and decisions of the Arab American University of Palestine (AAUP) by recognized scientific and ethical standards, including the scientific integrity, and that I shall bear all consequences and liability if the contrary was proved.

Thus, I authorize the AAUP to photocopy my thesis in whole or in part to provide copies of it to individuals and institutions in accordance with the regulations and instructions of the AAUP after my personal approval.

Jenine Abuamounch

Acknowledgements

First and foremost, I would like to express my sincere appreciation to my advisor, Prof. Aysar Sussan for the continuous support of my graduate study and research, for his patience, motivation, enthusiasm, and immense knowledge.

Besides my advisor, I would like to thank the rest of my thesis committee: Dr. Yusef AbuFarha and Dr. Asri Saleh, for their encouragement, insightful comments, and hard questions.

I would like to thank my friends and family for their continued support and encouragement. The individuals I have met in graduate school that I consider friends are too numerous to name.

I must express my very profound gratitude to my parents, Wahib and Andrea Abuamouneh, for supporting me spiritually throughout my life, and who have always loved me unconditionally and whose good examples have taught me to work hard for the things that I aspire to achieve.

To my husband, Issa Sbitany, who was continually supportive of my graduate education and for providing me with unfailing support and continuous encouragement through the process of researching and writing this thesis. This accomplishment would not have been possible without them. Thank you.

Abstract

This research, *Strategy for Breaking the Barriers of Gender Inequality: The Case of Palestinian Women in the Public Sector*, adopts the qualitative analytical approach to analyze gender prejudices in the Palestinian workplace, and a strategy to break the chains of gender discrimination in Palestine. With a descriptive analysis of the data findings along with answering and analysing the research questions through explicit and implicit data, the response rate of respondents to the research questions that have experienced gender discrimination in the workplace was neutral. The data resources for this paper was collected by the General Personnel Council, the Palestinian Central Bureau of Statistics, the World Bank, the Ministry of Women Affairs, and the United Nations.

Gender bias remains a serious problem in the workplace. In order to begin addressing this complex issue, we must isolate the factors that influence these inequalities. The research focused on the role of women and men and the relationship between gender and recruitment, advancement and promotions as agents of change to help Palestinian policymakers better understand potential areas where there is a mismatch between policy objectives and statements on gender equality in the public sector and actual effects and outcomes, with a view to potentially improving policymaking outcomes by integrating the main findings of the study as well as the

recent findings of other studies conducted over similar subjects. Despite results being contrary to the hypothesis, implications were discussed; thus, in order to reduce gender discrimination in the Palestinian workplace, this research developed strategic goals, objectives and strategies to attain gender equality and ultimately achieve national economic growth in Palestine.

Table of Contents

Declaration.....	III
Acknowledgements	IV
Abstract.....	V
Table of Contents	VI
Chapter 1: Introduction	1
1.1. Function of Women in the MENA Region	4
1.2. History of Women in Palestin.....	6
1.2.1 Palestinian Women of the 21ST Century	11
1.3. Role of Women in the GPC	12
1.4. Background of the Problem	14
1.5. Statement of the Problem.....	15
1.6. Questions and Hypothesis	15
1.7. Purpose of the Study	16
1.8. Significance of the Problem	17
1.9. Theoretical Framework.....	17
1.10. Definition of Terms	18
1.11. Assumptions.....	19
1.12. Scope and Limitations	19
Chapter 2: Literature Review.....	21

2.1. Title Searches, Articles, Research Documents, and Journals ..	22
2.2. What is Gender Discrimination?	22
2.3. Gender Inequality in the Workplace	24
2.4. Discrimination of Women in the Arab World	28
2.5. Role of Gender in Career Advancement	30
2.6. Theoretical Models for Analysing Gender Discrimination.....	32
Chapter 3: Methododology	34
3.1. Research Methods.....	34
3.2. Research Design	34
3.3. Research Questions	35
3.4. Population	35
3.5. Data Collection	36
3.6. Validity	36
3.7. Reliability	37
3.8. Statisitcal Tool.....	37
Chapter 4: Results.....	38
4.1. Review of Civil Service Law and GPC Data	38
4.2. Descriptive Analysis.....	40
4.2.1. Table 1: Gender.....	40
4.2.2. Table 2: Age.....	41

4.2.3. Table 3: Educational Qualificaion	41
4.2.4. Table 4: Serving Years at GPC	42
4.2.5. Table 5: Monthly Income.	42
4.2.6. Table 6: Job Classification	43
4.2.7. Table 7: Gender Inclusive Work Culture.....	43
4.3. Research Questions.....	44
4.3.1. Explicit Data	44
4.3.2. Table 8: Sample Distribution.....	44
4.3.3. Implicit Data.....	44
4.3.3.1. Table 9: Women Employment Opportunities.....	45
4.3.3.2. Table 10: Gender Favorability	45
4.3.3.3. Table 11: Gender Discrimination.....	46
4.3.3.4. Table 12: Supervisor Gender Preference	46
4.3.3.5. Table 13: Weekly Work Hours	47
4.3.3.6. Table 14: Length of Employment.....	47
4.3.3.7. Table 15: Salary Gap	48
4.3.3.8. Table 16: Career Advancement.....	48
4.4. Findings.....	49
4.4.1. Table 17: One Sample Statistics	49
4.4.2. Table 18: One Sample Z-test	51

4.4.3. Table 19: Two Independent T-tests.....	53
Chapter 5: Conclusions and Recommendations	55
5.1. Conclusions and Connection to Literature.....	55
5.2. Structure of the Strategy	56
5.3. Strategy Committee	57
5.4. Implementation of the Strategy	57
5.5. Recommendations for Future Research	58
References	61
المخلص	67

Chapter 1: Introduction

The history of women in the workplace is one of steep bias and small steps. Evolution tends to come at an intense pace as the topic of gender inequality in the workplace comes pre-packaged with all classes of stigma and biases. Breaking the barriers of gender inequality in Palestine is a long-term, strategic goal; a goal of cutting the chains of gender inequality, prejudices, discrimination, and sexism that echoes throughout the Palestinian culture. Unfortunately, as a collective society, nationally and globally, we are only still at the beginning of the race; a resolution towards gender equality is a marathon, not a sprint. We are taking small but bold running strides towards parity. Gender inequality is an insurmountable obstacle to every woman throughout the world, but for the Palestinian woman, it is a culturally deep-rooted nagging notion that desperately snags on her back, not wanting to shake off.

To date, progressive and rights-grounded tactics to gender issues in Palestine have not been fully assimilated, sometimes even moving in reverse towards development. The development of a strategy for women in Palestine is a priority for justice and equality within the Palestinian workplace. It is apparent that women treated unequally is an ongoing, critical issue, and this Strategy will provide an analytical structure for action to address the continuing barriers to women's equality. Over the last few years, gender issues in the workplace have been making small waves of breakthrough, but still, gender discrimination remains a compelling reality in our society. The Arab region has the world's lowest percentages of women representation, which is not limited to only managerial positions but also employment statuses in general as well as in politics (World Economic Forum, 2015). A review of this literature, however, shows the limited investigation of

gender equality in the Palestinian Public institutions. This issue has rarely received any serious attention, especially in the public sector.

Women have started participating in the Palestinian labor force for more than 15 years. Despite the narrowing of the gap between their participation with men, men's percentage remained more than four times higher than that of women as of 2017 (Palestinian Central Bureau of Statistics, 2016). This gap is much less in the public sector given the fact that the percentage of women working in public sector is 42%; however, these women comprised only 11.7% of the public sector employees at General Director, A4 grade and above, compared to 88.3% for men at the same category. (PSBS, 2016).

This study aimed to explore if there is a correlation between unequal career advancement for women, which includes pay and benefits, and gender bias in the employment within the public sector, specifically employment policy. It also reviewed the implementation of gender equality policies among government structures and proposed specific policy interventions to empower civil servant women in light of these study findings. The researcher chose to survey the General Personnel Council as it is the responsible entity for monitoring the public service systems and procedures from a Human Resources perspective, noting that the General Personnel Council considered as a technical entity that executes the cabinet's policies and systems (General Personnel Council, 2011). Also, the General Personnel Council is responsible for creating the code of conduct which regulates the Human Resources (HR) activities of the Palestinian Authority's public institutions.

Although Palestinian policymakers have long advocated a robust gender equality approach in both government and society-at-large, facts suggest that policies not implemented into practice. According to (UN's Human Development Report's Gender Inequality Index, 2016), Palestine

ranks 107 out of 188 countries concerning gender inequality, Arab countries such as Egypt and yet well below others such as Qatar. According to (GPC, 2015), women represented only 42% of the public sector workforce which is lower than men at 58%; it still represents an overall trend increase from a level where only 29% of the public sector workforce in 1998 was women (GPC, 1998). Across the board, in 1998, in both the private and public sectors, women's wages and compensation proved to be less than that of men (United States Department of Labor, 1998). In that context, the subject of women's equal participation in the workforce remains a valid area for study and examination, where a clear problem exists between policy statements and objectives on gender equality and actual results, including in the public sector. Moreover, according to the (GPC Annual Report, 2013, 2015), 71% of public sector promotions were allocated to men and only 29% to women, despite the percentage of men at the General Personnel Council being 58% and women being 42%.

Furthermore, according to the Palestinian Central Bureau of Statistics (2018), local council members in the West Bank were distributed between 21.2% women and 78.8% men. The PCBS (2016) also concurred that men occupied most high-level public functioning positions, as demonstrated as follows: men judges made up 82.7%, while there were 17.3% women judges; 66.6% men registered lawyers compared to 33.4% women lawyers, and 82% of the public prosecution staff were men, compared to 18% women. Furthermore, Palestinian Women ambassadors represented only 5.8% compared to 94.2% men ambassadors. Women constituted 32.3% of registered engineers with the Union of Engineers while man represented 67.7%. On the other hand, in 2016, 12.4% of members of student councils in West Bank universities were females, compared to 87.6% males. Women represented 42.7% of civil servants as compared to

57.3% of a male civil servant within the public sector; along with 11.3% of female holding a director position, while men represented 88.7% within the same area.

The Strategy, for women, within this research, sets this ambitious vision for Palestine for 2022 to begin the arduous journey to fulfill equality for women in the Palestinian public workplace.

1.1. Function of Women in the MENA Region

Failure to taper the gender gap and tackle discrimination against women in the MENA region is filibustering development and exacerbating crises. According to Abirafeh (2017), gender injustice is tainting the area; it is one of the most prevalent disparities and prejudices that we have, and gender-based aggression is the most evident indicator of that inequality. According to the WEF Gender Gap Report (2016), the Middle East remains the least gender-equal region in the world. The labor markets in the MENA region possess slight similarities of gender qualities with their counterparts around the world. For instance, many women work in a variety of jobs as men; however, when they do work in comparable ranks as men, they tend to be in lower positions and paid less.

According to a study on gender inequality in Jordan and Palestine, Zafiris (2015), stated that the women labor force in the Arab region, is astonishingly meager, and when women are employed, they tend to be engaged primarily in "feminized" industries and occupations in relative isolation from men. Low female labor force participation has a scalable and significant impact both on women's empowerment and on the national economy. It impedes women's economic advancement and status and obstructs the Palestinian economy from capitalizing on an untapped pool of skilled human capital, indicating a severe dent in policymaking. According to the survey conducted by the Palestinian Central Bureau of Statistics in 2015, the figure of persons in the labor

force in Palestine was 1.35 million individuals; with 844.3 thousand people working in the West Bank and 480.7 thousand in the Gaza Strip. The unemployment rate in 2015 was 342.2 thousand, with 184.5 thousand in the Gaza Strip and 157.7 in the West Bank. Hence, the labor force participation rate in the West Bank was 46.4 percent and 45.7 percent in the Gaza Strip. Nonetheless, the gap in the participation rate between men and women was massive: it reached 72.5 percent for men compared with 19.1 percent for women in the labor force, while respectively the unemployment rate for men was 22.3 percent compared with 39.7 percent for women. The unemployment rate in Gaza was 38.4% compared to 18.7% percent in the West Bank for the same period.

In 2014, 72 percent of men employed as opposed to just 19 percent of women, according to the Palestinian Central Bureau of Statistics. Additionally, it is quite a paradox that within the Palestinian society, employment opportunities for Palestinian women decreases as their level of education increases. Palestinian women with 13 years of schooling or more suffer from the highest rate of unemployment, at over 53 percent (PCBS, 2015). Consequently, women with higher-education degrees than men are driven to accept jobs that are considerably below their qualifications. Therefore, it seems that a large number of qualified female Palestinian graduates from all walks of life throughout Palestine who put away their diplomas and work in hair salons or tailor shops. It is unfortunate that Palestinian women come to the decision that working in their professional field becomes a hopeless case, and would rather, at least contribute to their household income, even as low-skilled workers.

1.2. History of Women in Palestine

Palestinian women have been socially active since the beginning of the 20th century, forming charitable associations, participating in the nationalist struggle, and working for the welfare of their community. Since the 1920s, Palestinian women's activism has been organically linked to and developed through the resistance movement, and hence women have shared the nation's fortunes, burdens and aspirations for independence and sovereignty (Kuttab, 1993). One of the historical events that had strategic repercussions on the national struggle in general and women's activism in particular was the creation of the women's union, which has shaped and organized women into a women's movement, sustained up to the present time (Jad, 1995).

This process began in 1921, when the first Palestinian women's union was created in Jerusalem and came to exemplify the organic link between national struggle and social struggle. The political conditions of that period – namely the practices of the British Mandate and its support of the Jewish immigration policy to Palestine, and the Zionist encroachment on Palestinian land which resulted in the loss and fragmentation of the Palestinian community – encouraged Palestinian women to struggle alongside men in protesting against the creation of a Jewish homeland in Palestine. Women's participation in the struggle from 1929 until 1947 was spotlighted in different headlines in both local and international newspapers, especially in the Arabic press regarding the British Mandate. The media was baffled by slogans that expressed clearly that women are also nationalists like men, or that the Arab women are in the vanguard and in the forefront of the ranks, indicating the extensive involvement of women in the national struggle. Their participation took on different forms such as demonstrations, congresses, and memoranda to the government, arms smuggling, meetings with government officials, fundraising, support to prisoners, and aid to the wounded (Fleishmann, 2003).

Resistance continues against the British mandate and Jewish immigration to Palestine and was disrupted by the second major event in the history of Palestinian people in general, and Palestinian women in particular: the outbreak of 1948 Arab-Israeli War, which created a new reality as a result of the uprooting and dispersion of the Palestinian people. The creation of the Israeli state in the larger part of historical Palestine and the destruction and fragmentation of the Palestinian social networks that represent the basic conditions for sustainability were challenged, which in turn imposed new demands on the women's organizations, and forced them to expand their structures in order to be able to offer relief and social services to needy families. While the Palestinians were still rising from the ruins and coping with the agony of loss from the 1948 war, the 1967 Six-day war erupted resulting in the complete destruction of the political, economic and cultural infrastructure of the Palestinian society, reducing its ability for survival and continuity, which now demanded further solidarity and unity among the people and within the national movement.

These events transformed the women's movement to a wide structure of charitable organizations that supported and responded to the needs of the communities. Following the 1967 war and the Israeli occupation of the West Bank and Gaza strip, structural changes occurred in the Palestinian society that drastically transformed the economic and social lives of its population. The economic displacement of the peasants, through Israeli appropriation of lands, transformed the peasant class into a proletarian workforce for the Israeli labor market, which has put the traditional peasant family at risk. The full control of water resources by the Israelis and the structural distortion of the labor market have transformed the Palestinian economy into an economy fully dependent on the Israeli labor market (Kuttab, 1988). All these practices have put new pressures on women in general and the women's movement in particular, with the central role of Palestinian

women transferred to the preservation of tradition, national heritage and culture, as symbols of identity and continuity. Although on the surface these roles seem to be traditional and passive, their importance and meaning lies in the fact that sustaining a society became critical for its survival.

Originally established in Jerusalem in 1921, the General Union of Palestinian Women organized women under occupation and in the Palestinian diaspora so that they could sustain communities and hold families together. Gender-segregated stances of poverty mirrored in job creation and social security measures directed at men, along with specific social welfare measures targeting women, have hampered the increase of comprehensive and effective policies. Nevertheless, opportunities do exist to push a wide variety of multidimensional and gender-aware concepts and programs, as to tackle poverty more seriously and systematically. There are specific components, such as employment creation, social security, and social safety net programs that are used to address the requirements and interest of men and women in their different surroundings. A broader approach that includes other aspects of poor women's lives – through the provision of legal counseling, reproductive health services, youth services with an emphasis on services for girls, training and educational opportunities – and explores opportunities both to learn more about the reasons for poverty and to find strategies to allow women and their families to exit from poverty.

Since the women's involvement in the national movement in the 1920s and throughout the Intifada or 'Palestinian uprising' of the 1980s, nationalism was seen as a "releasing effect" and a necessary tool to legitimize their activism, and provide them with a public role, political expression and gender identity (Fleischmann, 2003). A realistic approach for women living under colonial hegemony would depend on the capacity of the women's movement to understand the working

reality of their everyday lives under colonialism, and thus to accommodate the nation's worries, concerns and issues with their own. It would have been unrealistic for the women's movement to prioritize women's issues and rights, while all the Palestinian people, men and women alike, were being denied their basic human and national rights (Kuttab, 1996). Different writers on the women's movement argue this further when they point out that from its inception, the women's movement agenda was not explicitly articulated, and was located within a nationalist framework. Yet, one of the first resolutions and by-laws in 1929 that followed the national movement and the creation of the first Palestinian women's union included a clause that stated the goals of undertaking a women's awakening, and elevating the standing of Arab women in Palestine (Fleischmann 2003).

Working towards these goals, women had to prioritize the national dimension as part of their vision to improve the Arab women's status, which was embedded in their concept of the role of the nation-state. This view was not based on conceptualizing gender roles, or factors of internal oppression, but rather women perceived it as the means to and end result of social change or "reform", where achievement becomes linked to the struggle for building a nation-state. Hence women's rights became organically linked to the nation-state, and the notion of rights became linked to the political connotation of suffrage and nationhood.

Traditionally the family prescribes many social roles in Arab society, one of the most distinctive being gender roles. As the basic unit of production, the family is recognized as the center for economic and social interactions (Barakat, 1993; Sirhan, 1975). When traditional societies challenged by political and social change, family roles are often questioned, most notably among the upcoming generation. Along with Palestinian women suffering in the workplace, the Palestinian woman also suffers in all aspects of her society, specifically, the Israeli occupation. It

plays a crucial role in gender inequality within the Palestinian community, as it seems gender equality cannot be achieved fully without the end of the occupation. Therefore, the agonized Palestinian women will continue to suffer inequality as long as there is occupation, as Israel should be held accountable for the Palestinian woman despair as an occupying power. In a male-dominated culture, such as Palestine, women find themselves carrying two exuberating burdens: social norms and overpowering occupation.

According to Abu Soulb (2018), from 1967 to date, women are agonizing due to the ongoing arrests of their fellow male intermediate family and relatives, exile, house demolitions, checkpoints, and the separation wall. Every one of these factors is affecting women's rights to education, health services, and free movement. Starting with the first remarkable female political activity, dating back to 1893, in the town of Afula, Palestinian women protested against the construction of a new Israeli settlement. Between 1938 and 1947 the Palestinian woman had a distinguished role in politics as well as military, armed woman organizations also existed such as Zahret al Okhowan which was found by the two sisters Muheeba and Nariman Khoursheed. Naksa was also the main reason for woman's contribution in the Palestinian resistance and engagement in political work, such as Layla Khalid, Dalal Al Mughrabi and Shadia Abu Ghazaleh. During Intifada, the Palestinian woman had also played a significant role in resisting the occupation whether on the social, political or organizational level. The second intifada also witnessed the participation of a woman, as Sheikh Ahmad Yassin (1983) said: "The era of Palestinian women's jihad has begun."

The more one researches and understands the history of the Palestinian women, the more he/she will be able to find that men have always dominated due to the mere assumption that they are superior to women. Despite women possessing highly appreciable traits, women remain

suppressed; therefore, as the times move forward, some changes have undoubtedly occurred regarding people's perceptions, mentality, and thought processes. Also, with women given more freedom than ever before, it has given them the opportunity to venture to places which they could never have thought was possible. Women in the corporate world have now become a pretty common sight. Very few people flinch at the mere idea that women have the desire to work outside of their homes. Despite women being given freedom in so many areas, the age-old practice of suppressing and keeping them on a leash still exists. It is seen in our so-called modernist society as well. Although history tends to repeat itself, we must keep faith in our Palestinian women.

By keeping faith and face of our Palestinian women, we must begin by educating ourselves as a society on the impact of gender inequality on Palestinian women on levels of social, economic, and political empowerment. However, to begin such a vital, excruciating process of developing a strategy towards gender equality, one must first ask him/herself, what is gender equality? Gender inequality is to unlawfully deny a woman or man equal access to resources and opportunities due to his/her gender, including economic involvement and decision-making; and the state of evaluating various behaviors and aspirations.

1.2.1. Palestinian Women of the 21ST Century

Recently, Palestinian women are still participating in the resistance, and this is clear through social media, which was able to show images of masked women facing the occupation forces. Today, the Palestinian woman has a double role which combines the resistance against occupation with the political involvement on the Palestinian level. However, despite the ongoing obstacles Palestinian have endured and will continue to encounter, women have been able to break such a suppressive and abusive cycle, by enabling them to be socially and politically active. It is

imperative to understand that Palestinian women have endured countless centuries of occupations, beginning with the Ottoman Empire rule to the British Mandate subjugation, and for the past 70 years, the Israeli occupation. A combination of ongoing oppressions has subjected the Palestinian women to endure all sorts of catastrophes and devastations, leading to a Palestinian women's movement up rise in a very nationalistic, comprehensive occurrence, to form a fundamental element in the Palestinian women liberation battle.

1.3.Role of Palestinian Women in the General Personnel Council (GPC)

In the past, the election law discriminated against women in their right to vote and to be nominated, whether in the elections law no. Fourteen for the year 1960 or Jordanian Municipalities Law, for the year 1950. Today these laws have changed, where the Palestinian (constitution) Law supported the woman, article (9) of the fundamental law states: "all Palestinians are equal under the law and judiciary, without discrimination, regardless of race, gender, color, religion, political views, or disability." However, Law no. Five in regards to elections of local council did not suggest any biases against women. In addition, the amended law of the Local Council Elections no 10 of 2005, article (17) stated that women representation in the local councils should not be less than 20%, and each list should have at least one woman in the first three names, one woman in the second four names (following the first three names), and one woman in the names after.

However, the Council approved an amendment regarding the Local Councils law, which is stated in article 85 that "When a woman is nominated, her nomination consists of representation of at least two seats in the local councils, for those who have the highest votes among the candidates ", however, this law didn't take the size of the targeted body into consideration. In January 1996, for the first time, Palestinian woman exercised her right to stand for elections and to elect the first elected legislative Palestinian Council. One woman nominated for the Palestinian

presidency, along with 25 women chosen for the Legislative Council elections, where 5 of them won. Women's contribution to the Legislative Council reached 5.6% of the size of the Council, and the membership of the Palestinian National Council increased from 2% in 1964 to 7.5% in the elections held in Gaza in 1996. The Executive Committee of the Executive Council excluded women, while there were (5) women in The Palestinian Central Committee Council, and the cabinet had two ministers at best. Moreover, during the 2006 elections, 17 women were elected, which is considered as an advancement in the woman situation if we compare it with the latest figure which reached only five women.

There is a definite indication that women's contribution in political decision making is not fair, due to the fact that women form 49% from the Palestinian Society, and the fact that woman had a significant contribution in first and second intifada, where we can find (345) martyrs, more than (700) prisoners and 9% wounded. The Palestinian women are not able to compete with men because of their social and tribal marginalization, because of the Palestinian society's common view, that men are dominant at home, thus in all aspects of life. In addition to the inferior view of women as being emotional, therefore being unable to make decisive decisions. This lack of confidence, sense of inferiority was evident in the last municipalities' elections, where men dominated the Electoral scene. The women's' representation was absent and limited to the women's quota principle which is minimum 20%. The activation of women's role- not only in the political aspect but also in all aspects of life- is not impossible. However, this activation should rise from the bottom of a woman, from her faith in smashing the existing stereotype against women's ability in being not only a mother, daughter, sister, or a friend, but also a fighter, professor, politician, soldier, businesswoman, leader, or a president.

1.4. Background of the Problem

Palestine occupies a rather extreme position, as women employment trends indicate systematic gender disparities in the labor market, and the government's labor-sector strategy has failed to meet its goals of reducing unemployment and increasing women's labor force participation (United Nations ESCWA, 2014). Low female labor force participation has considerable impact both on women's empowerment and on the national economy. It hinders women's economic advancement and status and impedes the Palestinian economy from capitalizing on an untapped pool of educated human capital. As such, it represents a critical policy issue. Therefore, this quantitative research study focuses on gender inequity within the workplace to explain why women are in certain job positions with lower salaries and status. Women hold less high-paying professional, technical, and managerial roles than men, and usually are placed in secretarial, sales, and service positions; which women tend to outnumber men in administrative center positions.

According to Kleibo (2014), the fact that Palestinian women are highly concentrated in two sectors of the economy – agriculture and services – and virtually nonexistent in the important sectors of construction and transport creates another serious impediment. This concentration implies that women do not have equal access to all sectors compared to men. Although this is a worldwide phenomenon, the situation in Palestine is more extreme and, as a result, Palestinian women experience a higher degree of marginalization in the labor market compared to women in other economies. In order to provide a strategic solution to the problem of women's low participation and high unemployment, policies have to aim not only to expand the size of the productive sectors (agriculture and manufacturing), but also to incite them to absorb women

Therefore, such studies are essential for addressing social problems and may contribute to avoiding, combating and eradicating them in the future. The results of this research paper will provide aid in conducting a strategic outline to avoid gender inequality in the workforce within the public sector. Furthermore, it will provide background support for researchers and policy-makers to help women secure their rights with national laws per international conventions.

1.5. Statement of the Problem

This quantitative research study will examine the course for the realization of women's rights and gender inequality in the hiring process, promotions, and remuneration in the Palestinian Authority's public institutions. The outputs of the study will help in recommending the Palestinian Authority to build a strategic agenda to reform any gender inequality if found. Gender inequality is a reality that has a long historical and cultural past. It is a phenomenon that prevents women from achieving full self – realization and impedes their efforts aimed at leading a decent life. This reality negatively reflects on them, their families and society as a whole.

1.6. Questions and Hypothesis

The primary objective of the research to understand the role of gender for employees' career advancement in public sector institutions General Personnel Council, mainly through examining the relationship between promotions and gender and exploring the relationship between salaries and gender. It is imperative to conduct such research because it will be the first to be done in the General Personnel Council (GPC). GPC is the leader of change in regards to the policies of the institution and might improve the performance of the General Personnel Council, in addition to the production of all public sector institutions in the future.

The researcher, therefore, assessed the gender biases at the General Personnel Council, indicated areas where changes are needed, suggested directions of change that will enable women and men fair treatment, and provided recommendations on strategies to increase the career advancement to all of the public sectors institutions in the future.

The primary research question in this study is official and non-official perspectives of gender inequality in the public sectors, and the mechanisms of combating it are different — this difference reflected in justifying gender inequality and biases and leniency towards inequality exercised by the General Personnel Council.

The following research questions used as guides to understanding the relationship of adoption:

Q1. Are there differences in the hiring process, promotions, and remuneration Of General Personnel Council employees attributed to gender (2014-2018)?

Q2. How should HR policies be reformed in a way to eliminate or reduce gender inequalities?

1.7. Purpose of the Study

The use of this quantitative research study targets and stakes out the course for the realization of women's rights and gender equality within the area of the Palestinian public institutions, specifically the General Personnel Council (GPC). As such, two independent t-tests used as the method approach to obtain statistical findings of the quantitative research study. The quantitative analysis was made to explore potential relationships between the independent variable; gender and the dependent variable; career advancement presented in employment, promotions, and salaries within the General Personnel Council (GPC). The analysis conducted within the Palestinian Authority governance, located in Ramallah, using a survey approach as

well as statistics provided by the GPC focused on the GPC staff and a specific period (2014-2018), to gather the primary data.

1.8. Significance of the Problem

This study can help companies, organizations, and firms indicating the magnitude of gender inequality puts on the entire embodiment of society, such as economic, political, and social development. Gender equality encompasses the balance of power, resources, and responsibilities among men and women. A critical factor to enable the force of gender equality change is women who establish and assemble resources to challenge and power through conservative stances and structures in their societies. This thesis will support such agents of change. At the same time, it will help the efforts of its community to meet national enhancement goals on women's rights and gender equality.

1.9. Theoretical Framework

Gender equality in any organization or business refers to equal rights, responsibilities, and opportunities of women and men in employment (United Nations, 2013). Gender-justice does not automatically indicate that women and men will become one, but we are referring to the fundamental human rights, responsibilities, and opportunities in regards to women and men, despite if they are born female or male. Gender equality entails the consideration of both women and men when it comes to interests, needs, and priorities recognizing the assortment of different groups of women and men; a national and international human rights issue and as a prerequisite for sustainable people-focused development.

The glass ceiling refers to an 'invisible barrier' which inhibits the progression to higher levels of an organization's hierarchy for women and other disadvantaged minority groups (Weyer, 2007). It is where women fixed at lower levels of an organization, and there is very little or no

opportunity for development and advancement. Heilman (2001) argues that the glass ceiling is an inevitable result of gender stereotypes which shape beliefs about how each gender should behave. Gender stereotypes also emphasize areas where one sex may be deficient in comparison to the other sex. Despite a woman's competence to fulfill the needs of their job and progress further within an organization, but competing for head to head with a man, a woman disregarded primarily based on her sex.

The gender-wage inequality is the difference in earnings between men and women in the workplace (Kirton & Greene, 2005). According to the Office for National Statistics (Bovill, 2013), the mean average pay gap of both full and part-time employees fell from 19.6% to 18.6% between men and women from 2011 to 2012 which does show positive improvements. However, despite the reduction of the gender pay gap over time, its existence is still an overwhelming issue, especially in cases where men and women are paid differently for completing tasks which are of similar value and require comparable skill.

1.10. Definition of Terms

1. Women: For purposes of this thesis, the term “women” is inclusive, encompassing girls and women of all ages.
2. Discrimination against women: The term discrimination against women shall mean any distinction, prohibition or constraint made by sex which has the effect or purpose of harming or abolishing the recognition, enjoyment or exercise by women stripping them from their fundamental human rights and freedoms.
3. Gender: Gender refers to the classification of functional roles inside the society between men and women; implying priority given to those who are more efficient to practice those

roles. The term gender refers to relationships and differences between men and women due to differences in their societies and cultures although they are frequently subject to change.

4. Gender bias: Unequal treatment of women in the workplace along with limitations of opportunities such as promotion, pay, benefits, and privileges, and expectations due to attitudes based on the sex of an employee or group of employees. Gender bias can be a lawful basis for a lawsuit under anti-discrimination laws and policies

1.11. Assumptions

The race and discourse against gender discrimination in the workplace, within the public sector, can be halted due to deeply embedded attitudes that can pose formidable obstacles to change. One of the most significant oppositions we can face is enlightening the Palestinian community to see gender inequality as a problem. In the Palestinian society, women and men grow up learning that men are "superior" to women and this kind of thinking and behavior is not only to be endured but expected — sexual coercion seen as a conventional tool of intimate relationships based on widely accepted gender norms. Also, this leads to women thinking that they have no power to say no to anything in their marriage.

1.12. Scope and Limitations

Despite the mounting interest in the issue of gender inequality within the workplace, academic research and literature are still very limited in the Palestinian society. Official and non-official perspectives of gender inequality and mechanisms of combating it are different; reflected on justifying sexism and leniency towards gender inequality exercised by institutions within the public sector.

There are several limitations in regards to the study, such as a shortage in analytical studies related to the subject of the investigation in question. Resources scattered in the West Bank and

Gaza Strip leading to wasting extra efforts and time to collect information and data. Political, administrative and physical difficulty in movement between the West Bank and Gaza Strip. Social and cultural challenges in exposing cases of gender inequality against women because of the prevailing cultural norms and fear of the societal penalties imposed against women who present their experience with gender inequality.

Chapter 2: Review of the Literature

Gender inequality still exists universally despite substantial national and international measures taken towards gender equality. According to the Gender Global Report (2016), four out of 135 countries have achieved gender equality. The countries that have achieved gender-equal bliss includes Costa Rica, Cuba, Sweden, and Norway. However, Yemen achieved the lowest rating across all gender-related dimensions. There are specific criteria's to measure gender equality, such as economic opportunity, political empowerment, primary education, gender equality, and health and life expectancy. Despite there being visible progress when it comes to gender equality, there are still many disturbing issues regarding gender discrimination that is still predominate today; therefore, absolute gender equality must be made a global priority as a deep-rooted step in both human development and economic progress.

Although American culture has progressed considerably regarding civil rights, unjustified differences in employee wages and other benefits still threaten the evolvement of American society. Discrimination in the workforce based on gender, race, and other factors function to preserve the status quo, deferring individuals within specific demographic classifications behind. According to Fried and MacCleave (2009), women only constituted 22% of the workforce in particular fields, such as science, technology, engineering, and mathematics; but, this is not considered the status quo. Women are working within the STEM fields along with a variety of other areas and industries; however, there is a definite pay gap as compared to their male colleagues, demonstrating a form of discrimination. Based on a study conducted by Okpara (2005), women from all types of ranks and institutions of higher education, women faculty members earned 80 percent of the salary of men. In particular, the average earnings of women in the United States were 77.5% of men's earnings (Bishaw & Semega, 2008). Therefore, organizations,

employers, and employees need to be aware of such bias factors that further unjustified differences in pay and other benefits to guarantee the reduction and ultimately elimination of discrimination in the workplace.

2.1. Title Searches, Articles, Research Documents, and Journals

This literature review will cover book chapters, books, and articles primarily from 1979 to the present. The reference lists from retrieved studies and specialized interdisciplinary journals in gender inequality were hand searched to look for further studies that might not have been extracted by the database searches. Authors of unpublished studies, such as Ph.D. theses, were contacted to obtain copies of their studies. Experts in the field were contacted before and during the process to receive feedback and advice concerning methodology and analysis.

Many studies discussing gender discrimination in the workplaces, specifically in the public sector, are conducted; however, mostly in Western countries; as fewer studies are debating gender discrimination in the workplace of the public sector in the MENA region were done. The scarcity of studies was written about this subject specifically in Palestine. In this section, the researcher summarized the literature review of different countries. Data collected from various reports and researches show trends of gender discrimination in developing, least developed, and developed countries.

2.2. What is Gender Discrimination?

According to (Gender Discriminations Law and Legal Definition, 2006), gender discrimination is any action that denies or prevents opportunities such as promotions towards a person because of their gender, in other words, whether they are male or female. Discrimination is not always against women; in some cases, it is against males that have been discriminated against, referred to as "reverse discrimination." The source mentioned above continues to

describe how, in the 1960s, the high involvement of the United States government to prevent gender bias in the workplace by religion, sex, color or national origin, despite this, decades later, inequalities still exist in almost every unemployment sector. Also according to the aforementioned legal website, until 1963, it was legal for employers to pay women less than men for the same performed job, where women earned 59 percent of what men made.

According to (United States Census Bureau, 2004), women working full-time in 2004 still earned only 77 cents for every one dollar for a man. Finally, the Bureau goes on to explain how several steps were taken by employers to end gender discrimination, such as adopting a zero tolerance policy, which includes circulating, implementing, and enforcing an official written policy paper against discrimination, as well as education and training for all employees to raise awareness.

The impact of gender discrimination on institutional efficiency has also been examined, noting the work of (Becker, 1971) for example. When it comes to advancement and promotions within organizations as a specific aspect of discrimination, the subject has also been a focus of study and research. Stewart and Gudykunst (1982), for example, found that men had higher hierarchical levels than women but that women received a more significant number of promotions. Thus, low representation figures may reflect organizations' past denial of women's and blacks' access to managerial positions, without necessarily suggesting that such practices were prevalent at the time of an investigation.

According to Stroh, Brett, and Reilly (1992), women lagged behind men concerning salary advancement and regularity of job handovers. Although women possess the professional qualities and qualifications, such as similar education as men, while maintaining family power, working in related industries, not moving in and out of the workforce; all these factors were still not

enough for a woman to move above a man in the workplace. Also, a study conducted (Smith & Mitchell, 1993) found that 71% of men were occupying top management positions versus 29% of women holding same positions, based on a survey of the 1982 Stanford MBA class.

2.3. Gender Inequality in the Workplace

There is sufficient empirical evidence that there is indeed sexism, prejudice, and bias in the workplace based primarily on a person's gender, which ultimately derails employment and hiring decisions. Mainly, this prejudice comes from a mixed perception of workplace gender roles, and the employers' expectations of gender role stereo typicality (Eagly, 2004). It is indeed problematic, as many organizations have lax criteria's for hiring procedures, and are often not held liable for their assessments (Powell & Graves, 2003). Overall, hiring decisions are mostly unsolidified, relying predominantly on the impressions gathered by the interviewer. Additionally, when interviewees portray abstruse credentials or background history, stereotypes are automatically used as an alternative to fulfill their overall impression (Darley & Gross, 1983). It leaves the door open for a wide range of influential factors on this process. Interviewers can receive ample opportunity to confirm or deny many traits or characteristics about the interviewee. Stereotypes play a connected function in what manner we interpret others; whether consciously or sub-consciously, they impact our decisions in the workplace.

According to (Penner & Toro-Tulla, 2010), the dominance of men, in a position of power, often attributed to gender inequality in the workplace. There are a wide range of individuals who are under the belief that men should earn more than women, but there are always two sides of every spectrum; as there are individuals that believe it is utmost vital to promote gender equality in the workplace to benefit society in the long run (Penner & Toro-Tulla, 2010). Gender equality stirs debate in every household and organization. The idea that women, who possess the same

skillset and knowledge as their male co-workers, should be treated differently due to their gender is unethical and a notion that requires abolishment. It is unfortunate that despite gender equality is embedded in the U.S. Constitution and many statutes, we still view and experience gender inequality in different forms. According to Gheradi (2006), gender inequality in the workplace is an ethically significant issue which requires adequate solutions because it leads to unfair discrimination of women. As a rule, women's bias influences their motivation leads to poor interpersonal relations and small corporate culture.

Gender inequality in the workplace is morally momentous because it affects women's incentive to conduct their tasks accurately. Assessment of women's encounters with gender inequality in the working environment based on minimal job safety, sexual harassment and abuse, lower salaries compared to men, lack of respect and gratitude, and absence of benefits or insufficient. (Sheltzer & Smith, 2014).

Moreover, gender inequality is an immediate ethical issue because it affects interpersonal interactions to a high-level of magnitude. If women treated unequally, they often have weak relationships with other employees of both sexes. Women not granted opportunities of managerial position is a concept that many men adhere to when formulating views and decisions. However, on the contrary, according to Aaltio and Mills (2002), women possess top-notch skills, knowledge, and well-rounded experiences needed for leadership roles. Undoubtedly, passive behavior towards a woman's abilities and performance will lead to a negative impact on a woman's interpersonal relations in the workplace. Discrimination of women in the workplace can have tremendous effects on an individual, co-workers, and organization; as it can affect not only employee performance but also the overall productivity of the company.

Moreover, the issue of gender inequality in the workplace jeopardizes the overall success of a company. Companies that condone unethical behavior, such as gender-based bias, possess a corrupt and immoral corporate culture, which leads to indecorous corporate relations at all levels throughout the company. According to Smith, Aaltio, and Mills (2002), women exposed to continuous discrimination in the workplace have zero interest in endorsing a male-dominated corporate culture; as a corporate culture should reflect the organization's policy regarding women's rights. Furthermore, whether we are a corporate entity, family household, or an individual, gender inequality issues are meant to be solved, as need intelligence to describe and essentialism cultural processes that outline gendered organizational reality (Aaltio & Mills, 2002).

Women have made considerable headway in the workplace during recent years, but they still do not occupy top management levels in most organizations — an indication that women suffer from inequality in the workplace according to (Obilade, 1985). However, (O'Neill, 2015), criticized his theory, which he stated many factors affect gender pay gap; indicating that most women work part-time rather than full-time, demonstrating less work experience; unlike the average man, who works full-time. Furthermore, women leave their jobs for periods to raise children, while seeking a position with more flexible hours, which ultimately leads to lower pay salaries. According to Lewis (1986), he utterly rejects the idea of gender discrimination in the workplace; along with Giuliano, Levine, and Leonard (2005), also argue that women do not face discrimination in promotions and advancement at workplaces. Still, existing research points to a higher likelihood of gender discrimination than not.

According to Bihagen and Ohls (2006), a study conducted in Sweden showed problems faced by women in the public and private sectors. The study showed that women are having children suffer more issues in their careers. Young and senior women also face many problems in

their jobs regardless of their skills and abilities. Women have had trouble getting promotions and benefits. However, this study did not show any evidence regarding fewer job opportunities for women as compared to men. It focused on the effects of sticky floors and glass ceilings on women. In 2017, there were almost 26000 complaints were registered with the Equal Employment Opportunity Commission USA (U.S. Equal Employment Opportunity Commission, 2017). United States courts have seen a vast number of cases filed regarding gender discrimination. The women who filed these lawsuits were mostly working as receptionists, cashiers, correctional officers, factory workers, and college professors; faced gender discrimination in their respective fields by their superiors or co-workers. Therefore, as the number of gender discrimination increased so did the number of cases/lawsuits. According to the U.S. Equal Employment Opportunity Commission (2017), just recently, the U.S. Federal Government agreed to pay \$508 million to 1100 women based on the claim that the U.S. information agency and voice of America adopted an unfair policy by denying them certain positions due to their gender and provided certain means for male candidates to do better during the interview process. According to the New York Times (1995), women employees of Del Laboratories went to court against one of their chief executives due to harassment and abuse by that chief executive, while the company tried pressuring the women in denying such allegations. However, the women were able to prove that the allegations were, in fact, accurate and won the battle against discrimination and were paid \$1.2 million by Del Laboratories (New York Times, 1995). In 1998, Mitsubishi blamed for allowing male senior staff to harass female staff; as most of these women were harassed, abused and humiliated by their co-workers. (Washington Post, 1998). According to Braun (1998), almost 500 women were victims of such a situation. In a victorious win against gender discrimination, in the lawsuit of Mitsubishi, the company agreed to pay \$34 million to settle the matter. In 2004, a report released by the United

Nations revealed that peacekeeping troops in Liberia exploited and abused young women. Offenders used food and money to abuse these young women.

Moreover, a report made by Uzma Shoukat (2004) gives us a better perspective of literacy and women's identity. She wrote that the status of an individual is molded by a person's parents, society, and environment, which can then play a significant role in shaping a person's personality. According to Shoukat (2004), parents from South Asia view their daughters weak and vulnerable; forming a household environment filled with gender-based attitudes, a mentality, and culture leading in the initial steps of gender discrimination.

According to a research paper (Gender Discrimination in the Workplace, 2017), these are few examples of gender discrimination in the workplace:

- Promotion: Equal promotion opportunities are not distributed equally to both men and women in the workplace
- Pay: In most organizations, women are paid less than men for the same job position, despite having more qualifications than their male counterpart.
- Hiring: In the past, we have seen many examples that companies prefer hiring men over women.
- Opportunities: It has been determined that numerous organizations prejudice in providing opportunities to women, even in first world countries.

2.4. Discrimination of Women in the Arab World

It is not an easy task to examine controversial issues, such as the hot topic of gender in the Middle East. Therefore, to determine the advancement of gender-based rights, specific prefixes should be considered: the importance of the household network, the disparity in family or

personal status laws across countries, or the position of Sharia (Islamic law) or indigenous religious practices influencing cultural norms. However, there are definite unfavorable factors when it comes to the Arab women persona, such as the following:

- Cultural: Misconstructions and stereotypes; negatives downside of household responsibilities, scarcity of power to divert decision-making positions; seen in countries where political decisions and laws are currently in place;
- Societal: Family obligations and complexity of merging professional and private life due to lack of support from immediate family;
- Institutional: Implementation of constitutional ideologies and political verdicts;
- De-humanize the process of women decision-making.

There appears to be much less research on this topic for developing countries and the Arab world, but the trend seems similar. For example, explored attitudes impacting women in the Arab Gulf indicated that analysis of attitude toward Women Scale scores, and including how that affects perceptions for managerial roles were very low (Abdallah, 2015). According to Longe (2013), he identifies several inhibitory dynamics that complicate women's paths to advancement within organizations in the Nigerian context that share patterns with the previously mentioned studies. Kause and Tlaiss (2011) also examine the gender-driven challenges facing Arab women managers across the Arab world; they concluded that barriers faced by women managers arise from the culture based gender roles and status.

Even though no country in the world has achieved full gender equality, but the Arab region, falls short on gender equality, ranking itself as one of the lowest in the world, according to the Gender Global Report (2016). Furthermore, according to the World Economic Forum (2017), the present rate of progress the Arab region's 39 percent gender gap compared with other

areas of the world. Unfortunately, based on the assessment of almost all academic studies, it does not come as a shock that this is the current stance on gender equality in the Arab world.

Besides, according to the Arab Human Development Report (2005), the population percentage of women in public administration reached 55 percent in Palestine, 68 percent in Egypt, 88 percent in Oman, 100 percent in Qatar, and 34 percent in Morocco. However, there is a definite underrepresentation of women when it comes to the responsibility ladder. Throughout the Arab region, women representation in managerial positions are low: women managers represent only 1 percent in Qatar, 2 percent Djibouti, UAE and Sudan, 3 percent in Syria, 5 percent in Kuwait, 6 percent in Algeria, 8 percent in Mauritania, 10 percent in Morocco, 13 percent in Iraq, 18 percent in Tunisia, and 21 percent in Bahrain. It is considered illegal for Saudi women to possess managerial positions based on the notion to avoid "mixing" in the workplace. Also, a high concentration of women, in certain sectors are considered to be an extension of the "traditional" role of women, such as health and education. World Health Organization (2006), stated that in Morocco, women represent 48% of the health sector, 33% in primary and secondary education, and 22% in higher education. According to the World Health Organization (2006), in Saudi Arabia, women account for only 7% of the total active population. However, women have an outstanding presence in the health and education sectors reaching a total of 90% of the total female active workforce; also, a similar observation spotted in Tunisia, Lebanon, Sudan, and Egypt; as it is considered the norm that women who do not assimilate themselves in public occupations, automatically labeled as "stay at home" moms.

2.5. Role of Gender in Career Advancement in Developing Countries including Palestine

According to Newman (1993), career advancement is "a consequence of individual, psychological and organizational factors, which create a glass ceiling phenomenon. However,

Louie (2014) states career advancement is one of the most critical elements for employee satisfaction and retention at a company. It refers to getting promoted or being assigned more responsibilities by an employer, and along with increased advancement, people typically earn more income — researches from Nigeria (Longe, 2012), state that women in high managerial and leadership levels do not have sufficient gender support. Nigerian women hold around 14% of the total administrative levels in the federal civil service, which is the largest employer entity in Nigeria, and in the medical field, women represent about 17.5% of the employment while men represent 82% of the medical field employment (Aina, 2012).

Babajide (2000) states that it is a general belief that it is difficult to be dependent on women, men do not give promotions and high managerial levels to women, which is according to the firm belief that women are less productive than men and men are more capable than women. However, Eagly (2007) states otherwise, as he found that there are nine leadership skills found in women and men, and their study; they said that women have five of these skills (more than men have), which means women can contribute to strong organizational and national economic development. However, in Palestine, a study by (Shuaa, 2009) revealed that Palestinian women have little formal labor force participation, one of the lowest in the world. Also, Kuttab (2002), states that there is a conspicuous lack of a comprehensive political and economic analysis of the extensive informal employment of Palestinians, especially Palestinian women. Furthermore, Karim (2013) found that despite the higher teaching load of female teachers, male teachers are more senior on the employment scale, which increases their monthly income compared to female teachers. Few pieces of research in Palestine were conducted to explore gender discrimination at workplaces, but these researches generally focused on the women participation in labor force, women leadership, women entrepreneurship, and women participation in politics.

2.6. Theoretical Models- Analyzing Gender Discrimination at the GPC

Several theoretical models exist for analysis of this situation. (Phelps, 1972), assumes in his theory of statistical perception that the employers do not have sufficient information about workers skills and productivity, because of gender discrimination issues. Females may, therefore, be treated differently by the employer because of their gender, even if they have the same level of performance.

According to Milgrom (1987), there are two categories of employees; the first is "visible employees," which consists of men and their abilities are known to potential employers, and the second category is "invisible employees," which consist of women, whose abilities hidden from potential employers.

Another theoretical explanation for gender discrimination in promotion developed (Lazear and Sherwin, 1990), where they present a model to show that females are promoted less often than males although they have the same level of productivity. Equally productive in the market, it is still less costly for productive women occupying low-level jobs to leave the firm than it is for men promoted to high-level positions.

It is crucial to conclude that the question of gender inequality in the workplace is morally momentous because it refers to gender principles. Three critical reasons show that the issue of gender equality in the workplace is ethically significant. First, gender inequality in the workplace has a massive bearing on a woman's motivation. If women are not encouraged to complete their tasks, they act unprofessionally. Second, gender inequality affects personal relationships in the workplace to a vast extent. Third, the problem of gender inequality in the workplace affects the efficiency and success of the company's corporate culture. A corporate culture that permits any characteristics of inequity against women in the workplace, including lower salaries or earnings

compared to men, sexual harassment, stereotyping and biases is considered an institution that needs to revise its policies and laws.

Chapter 3: Methodology

The purpose of this quantitative research is to understand the biases in Palestinian public institutions, specifically the Palestinian General Personnel Council (GPC). The quantitative analysis was made to explore potential relationships between the independent variable; gender and the dependent variable; career advancement presented in employment, promotions, and salaries within the General Personnel Council (GPC). The analysis conducted within the Palestinian Authority governance, located in Ramallah, using a survey approach as well as statistics provided by the GPC focused on the GPC staff and a specific period (2014-2018), to gather the primary data.

3.1. Research Methods

This quantitative research study aims to examine the biases in the Palestinian Public institutions especially the GPC. Investigation and collection of data to implement the analysis along with proper research methods used to ensure a reliable result. The study will measure the influence of hiring process, promotions, and remuneration Of General Personnel Council employees attributed to gender within the public sector. Therefore, to achieve the objective of this quantitative study, 200 participants from GPC in Ramallah will be surveyed.

3.2. Research Design

Data collection methods in quantitative research mainly are surveys, tracking, and experiments. Surveys are typically selected when information collected from a large number of people or when answers needed to a classified collection of questions. In this study, data collected through the quantitative method of a survey. This method captures information through the input of responses to a research instrument containing questions, such as a questionnaire. The format of the poll will be a closed or multiple choice structures. The distribution of the survey will be via in

person and analyzed by using software known as a Statistical Package for the Social Sciences (SPSS).

The study sample size consisted of a random pool survey of participants. Questionnaires were distributed to approximately 200 employees from the General Personnel Council in Ramallah. In this study, analysis of the research question involved multiple regressions and z-tests. This research used a quantitative method of collecting data; the information obtained from the data collection method that was measured and expressed as numbers, these data are customarily articulated as percentages, scales, and medians, and can be presented in tables or graphs. One sample Z-test was used as the method approach to obtain statistical findings of the quantitative research study. As well, data collected through a questionnaire that consisted of a population of 200 participants of a minimum age of 20 and above, which was selected randomly. Gathering of information was comfortable, however gathering the correct and accurate information, which fits study purpose, was a bit more complicated.

3.3. Research Questions

1. Are there differences in the hiring process, promotions, and remuneration Of General Personnel Council employees attributed to gender (2014-2017)?
2. How should HR policies be reformed in a way to eliminate or reduce gender inequalities?

3.4. Population

A questionnaire was built and applied in a public institution (General Personnel Council), to identify the most critical gender-related organizational issues to civil servants (both women and men). The questionnaire divided into dimensions according to hiring, promotion, pay and benefits, evaluation, advancement and task distribution, and practices in an institution.

A census survey collected complete information from all participants of the population. The population includes 200 employees in nine general directorates in the General Personnel Council located in Ramallah, Palestine, surveyed by distributing a questionnaire, as then male and female statistics will then be separately studied and compared.

3.5. Data Collection

Review of the literature was conducted by assessing different theories from books, websites, journals, and articles. The narrative analysis was done by reviewing laws and bylaws instated in the code of conduct. Data from the Palestinian Central Bureau of statistics and the General Personnel Council Annual Report was used to identify the population of the study. However quantitative data was collected through conducting a survey distributed to a sample from the General Personnel Council employees, to determine the relationship between the dependent variable gender and independent variables employments promotions and salaries. Therefore, Responses can be analyzed by assigning numerical values to Likert-type scales and using the SPSS; the results were tested using z-test.

3.6. Validity

Validity refers to what degree a research measures what it was intended to measure (Saunders, 2003). Validity is to gauge if researchers manage to find relevant data to answer the research question, to support the study purpose. According to Joppe (2000), validity provides the following explanation of what it is within quantitative research:

Validity determines whether the analysis truly measures that which it was intended to measure or how accurate the research results are. Hence, does the research mechanism allow one to meet his/her research object? Researchers generally establish validity by inquiring a sequence of questions, and will frequently look for the answers in the research of others.

3.7. Reliability

Reliability refers to the trustworthiness of the data and the analysis of the data. It focuses on testing the accuracy of the research, and whether the study is using the right method to procedure data (Golafshani, 2003). Do the means consistently determine what it is intended to establish? It relates to the concept of good quality research when reliability is a concept to evaluate quality with the notion of rationalizing while quality concept in the qualitative study has the purpose of "generating understanding" (Stenbacka, 2001, p. 551).

3.8. Statistical Tool

Analysis of the research question involved one sample z-test of gender inequality within the workplace of women between the ages of 20-50. Also, two independent t-tests were conducted to demonstrate the difference between male and females in regards to hiring, promotion, and rewards.

The function of this quantitative research study is to demonstrate logical proof that there is an association between gender inequality and career advancement in the Palestinian public sector. When compared, the GPC was not any less or more likely to hire men and women for atypical gender positions than gender stereotypical positions. The results did not back the initial hypothesis formerly established, possibly due to limitations in sampling or vague methodology. It is also possible that career advancement and HR policies are not a consistent factor within workplace gender bias of the GPC. HR and employment policies are complex and often difficult to define precisely while HR policies do not seem to affect workplace gender bias firmly, hopefully, this study point's future research in a direction that will isolate such factors.

Chapter 4: Results

4.1. Review of the Civil Service Law and GPC Data

Jobs are rates at different levels, with level 1 being the lowest. The percentage of female employees (21) is the highest within Category 2 compared to 9 males in the same category. In Category 3, the number of female employees (25) is almost equal to male employees (24) while the gender gap broadens within the high positions category (12 males and one female). In Categories 4 and 5, there are almost no female employees (one female employee in Category 5). The small number of female employees in the high positions in comparison with their name in categories 2 and three either reflects an inability of women to break barriers to reach these positions or absence of mechanisms that enable women to do that.

There is no explicit information showing that laws and bylaws stated by the Civil Service law have any gender biases, in the public sector, mainly in the General Personnel Council. However, looking at the public-sector institutions, and taking the GPC as an example, as mentioned above, 12 males and one female; considered a central issue in gender biases in the Palestinian public sector. Because if we look deep into this information, higher category means higher salary, then they would have better chances in training, traveling for field studies or workshops, in general males have much more opportunities than females just because they occupy the higher categories. So this gap is, and we should look deeper how to build the strategy that reforms all the biases starting by this point.

It was stated in the first section of the law, in the definitions, the definition of a functionary which means “A male or female employee is a person appointed by decision of a competent authority to fulfill a function listed in the civil functional categories regulations and funded by a government

department, whatever the nature or title of the function.” According to this, functionary is both male and female employee; thus all provisions of this law apply on both men and women equally and without discrimination, where:

- A. Salaries: salaries are given for both men and women according to the salary scale mentioned in the civil service law annexes, depending on classification and experience not according to gender.
- B. Appointment: required skills and qualifications for new recruitment are the same for both men and women as stated in section 2 (appointments)
- C. Performance: Performance appraisal for both men and women are the same as indicated in section 4 (evaluation of production) and divided into four performance scale without any biases.
- D. Promotions: as stated in the law (section 5, article 46) “Priority in promotions shall be accorded to seniority and performance, commencing with the percentage allocated to promotion by seniority according to the following rates” so the law identified the criteria’s and conditions of performance, and these conditions are the same for men and women.
- E. Leaves: in chapter IV, section one the law identified leaves entitled for men and women the same, except for the maternity leave, where the woman is given ten weeks leave, and a one paid hour leave when she is back to work which considered as discrimination against men "reverse discrimination."

Another quick review over the GPC annual reports and other related reports conducted. The GPC has nine general directorates, and the GPC established a gender unit to avoid gender biases in the GPC as well as the other public institutions. The group has a plan to activate the work gender mainstreaming over GPC's budgets and functions. The group also

conducts meetings with other head of gender units across the public sector, but the unit has only two female employees, the total number of employees reached 195 where 110 of them are males, and only 85 of them are females (GPC, 2014-2018). Data also shows that there is a significant gender gap in training participation between men and women, for example, the Leadership Development Program for the Civil Service Sector provided training for 606 men and 195 women. The Annual Report of the GPC (2014-2018) we find that a real gender gap exists within the high positions category 12 males are from a more upper class and only one female from a more top division.

4.2. Descriptive Analysis

4.2.1. Table 1: Gender

The data in Table 1 below shows the sample distribution by Gender as 49.5% male, 50.5% were female.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Male	45	49.5	49.5	49.5
Female	46	50.5	50.5	100.0
Total	91	100.0	100.0	

4.2.2. Table 2: Age

The data in Table 2 below shows the sample distribution by Age as 30.8% 20-30 years, 40.7% 31-40 years, 20.9% 41-50 years, while more than 50 years represent only 7.7%.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 20-30 years	28	30.8	30.8	30.8
31-40 years	37	40.7	40.7	71.4
41-50 years	19	20.9	20.9	92.3
more than 50 years	7	7.7	7.7	100.0
Total	91	100.0	100.0	

4.2.3. Table 3: Educational Qualification

The data in Table 3 below shows a distribution of the General Personnel Council employees according to their educational level which indicates that the highest number of workers in the GPC is holding a Bachelor's degree with a percentage of 42% of male and 63% of females. This table shows that 37% of men hold less than a bachelor's degree while only 24% from working women fold less than a bachelor's degree. There might be differences in the recruitment process according to the educational criterions between males and females.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Secondary	14	15.4	15.4	15.4
Diploma	14	15.4	15.4	30.8
Bachelor	48	52.7	52.7	83.5
Postgraduate	15	16.5	16.5	100.0
Total	91	100.0	100.0	

4.2.4. Table 4: Serving Years at GPC

The data in Table 4 below shows the sample distribution by Total of serving years in the General Personnel Council as 6.6% for 1 – 5 years, 34.1% 6 – 10 years, while More than 10 years represent 20.9%.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid less than a year	6	6.6	6.6	6.6
1 – 5 years	35	38.5	38.5	45.1
6 – 10 years	31	34.1	34.1	79.1
More than ten years	19	20.9	20.9	100.0
Total	91	100.0	100.0	

4.2.5. Table 5: Monthly Income (NIS)

The data in Table 5 below shows the sample distribution by Monthly Income (NIS) as 12.1% for Less than 2000, 17.6% for 2000-2500, 23.1% for 2501-3000, while More than 3000 represent 47.3%.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Less than 2000	11	12.1	12.1	12.1
2000-2500	16	17.6	17.6	29.7
2501-3000	21	23.1	23.1	52.7
More than 3000	43	47.3	47.3	100.0
Total	91	100.0	100.0	

4.2.6. Table 6: Job Classification

The data in Table 6 below shows the sample distribution by Job Classification as 5.5% for Higher Class.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Higher Class	5	5.5	5.5	5.5
First Class	24	26.4	26.4	31.9
Second Class	34	37.4	37.4	69.2
Third Class	19	20.9	20.9	90.1
Fourth and Fifth Class	9	9.9	9.9	100.0
Total	91	100.0	100.0	

4.2.7. Table 7: Gender Inclusive Work Culture

The data in Table 7 below shows the sample distribution by Do you feel that your workplace has a gender inclusive culture as 85.7% answer Yes, 26, while whom answered No represent 14.3%.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	78	85.7	85.7	85.7
No	13	14.3	14.3	100.0
Total	91	100.0	100.0	

4.3. Research Questions (Explicit and Implicit Data)

4.3.1. Explicit Data

1. Research Q1: Are there differences in the promotions of General Personnel Council employees attributed to gender?

4.3.2. Table 8: Sample Distribution

The data in Table 8 below shows that most of the male and female employees in the GPC are from the second category with a percent of 38% and 37%. Respectively, and looking carefully to the table we will find that there is a big gap between the percentage of males from a higher level and females from the same level where the rate for both of them reached 9% and 2% respectively. So, we should know what the reasons for this gap> Does it depend on years of experience, or it depends on other reasons?

Job Classification	Male	Male %	Female	Female %
Higher level	4	9%	1	2%
First level	10	22%	14	30%
Second level	17	38%	17	37%
Third level	8	18%	11	24%
A Fourth or fifth level	6	13%	3	7%
	45	100%	46	100%

4.3.3. Implicit data

Information was obtained that was not provided intentionally in order to answer the research questions but gathered from available data collected by the questionnaire, to be able to know if there are any implicit gender biases practiced in the GPC.

4.3.3.1. Table 9: Women Employment Opportunities

According to Table 9 below, results of the study show as it is evident in the table above the majority from men do not think that women get more limited opportunities than men with a percentage of 56%, while 50% of the females think that women get more limited opportunities than men while 44% of men feel the same.

Women vs. Men Opportunities	Male	Male %	Female	Female%
Yes	20	44%	23	50%
No	25	56%	23	50%
	45		46	

4.3.3.2. Table 10: Gender Favorability

The data in Table 10 below shows that wages represent high score for Men & Women treated equally by 85.7%, while Training & Development represent high score for Women treated less favorably by 14.3%

	Men & Women treated equally	Men treated less favorably	Women treated less favorably
Recruitment & Selection	75.8%	13.2%	11.0%
Wages	85.7%	8.8%	5.5%
Performance Appraisal	83.5%	11.0%	5.5%
Training & Development	72.5%	13.2%	14.3%

4.3.3.3. Table 11: Gender Discrimination

The result from the table below (Table 11) indicates that 36.3% did experience gender discrimination in the workplace, as 31% remained neutral and 33% did not experience gender

	Disagree	Neutral	Agree	Total
1. I have experienced gender discrimination in the workplace.	33.0%	30.8%	36.3%	100.0%
2. My supervisor does not consider gender in delegating job assignment.	44.0%	18.7%	37.4%	100.0%
3. My gender does influence my profession.	36.3%	24.2%	39.6%	100.0%
4. Peers would treat me differently because of my gender	35.2%	27.5%	37.4%	100.0%

4.3.3.4. Table 12: Supervisor Gender Preference

The data in **Table 12** shows that almost 63% of employees prefer a male supervisor.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Male	57	62.6	62.6	62.6
Female	34	37.4	37.4	100.0
Total	91	100.0	100.0	

4.3.3.5. Table 13: Average Weekly Work Hours

The data in Table 13 below shows the sample distribution by on average, how many hours you work in a week as 2.2% Less than 30, 79.1% 30-39, 17.6% 40-49, while 50-59 represent only 1.1%.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 30	2	2.2	2.2	2.2
	30-39	72	79.1	79.1	81.3
	40-49	16	17.6	17.6	98.9
	50-59	1	1.1	1.1	100.0
	Total	91	100.0	100.0	

4.3.3.6. Table 14: Average Length of Employment

The data in Table 14 below shows the sample distribution by how long do you intend to remain in the General Personnel Council as 3.3% less than two years, 5.5% 2-5 years, 16.5% 6-10 years, 35.2% until retirement, while Uncertain represent only 39.6%.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 2 year	3	3.3	3.3	3.3
	2-5 years	5	5.5	5.5	8.8
	6-10 years	15	16.5	16.5	25.3
	Until retirement	32	35.2	35.2	60.4
	Uncertain	36	39.6	39.6	100.0
	Total	91	100.0	100.0	

4.3.3.7. Table 15: Salary Gap

The data in Table 15 below indicates that 39.6% believe that there is a salary gender gap in the GPC and 40.7% have been unfairly denied an increase in position and salary.

	Disagree	Neutral	Agree	Total
There are salary gaps among the same level in my organization.	38.5%	22.0%	39.6%	100.0%
I have been unfairly denied a salary increase in my organization.	35.2%	24.2%	40.7%	100.0%
I am satisfied with my current salary.	41.8%	26.4%	31.9%	100.0%

4.3.3.8 Table 16: Career Advancement

The data in Table 16 below indicates that approximate 70% of GPC employees feel that they will not be getting a promotion; therefore, the degree promotion is extremely low.

	Disagree	Neutral	Agree	Total
I am looking forward for promotion/ career advancement.	94.6%	5.5%	0.0%	100.0%
My manager / supervisor encourages me to see my potential.	81.3%	14.3%	4.4%	100.0%
I believe that I have more potential and ability than what i apply in my current position.	79.2%	19.8%	1.1%	100.0%
I am confident in going for promotion.	69.3%	26.4%	4.4%	100.0%

4.4. Findings

4.4.1. Table 17: One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
1. I was exposed to gender discrimination in the workplace	91	3.0659	1.20924	.12676
2. My supervisor does not reflect on gender when assigning work-related tasks	91	2.9670	1.14940	.12049
3. My gender does influence my profession.	91	2.9890	1.19717	.12550
4. I am treated differently due to my gender	91	3.0330	1.16858	.12250
Total Degree	91	3.0137	1.08677	.11392
Do you feel that women are getting more limited opportunities than men	91	1.5275	.50201	.05263
Do you prefer a male/female boss	91	1.3736	.48645	.05099
Working hours per week	91	2.1758	.46172	.04840
How long do you plan to stay at the General Personnel Council	91	4.0220	1.04326	.10936
Salary gap among individuals with the same position	91	3.0769	1.35999	.14257

I have been denied a raise in my workplace	91	3.1319	1.28417	.13462
I am satisfied with my current salary.	91	2.8901	1.16858	.12250
Total Degree Salary	91	3.0330	1.04829	.10989
I am looking forward to promotion/ career advancement.	91	1.5714	.59894	.06279
My manager/supervisor motivates me	91	1.9560	.89333	.09365
I am too qualified for my current job position	91	1.8681	.76316	.08000
I am confident in going for promotion.	91	2.0659	.85378	.08950
Total Degree Promotion	91	1.8654	.60243	.06315

4.4.2 Table 18: One-Sample Z-Test

	Test Value = 0					
	T	Df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Do you feel that your workplace has a gender inclusive culture	30.984	90	.000	1.14286	1.0696	1.2161
1. I was exposed to gender discrimination in the workplace	24.186	90	.000	3.06593	2.8141	3.3178
2. My supervisor does not reflect on gender when assigning work-related tasks	24.625	90	.000	2.96703	2.7277	3.2064
3. My gender does influence my profession.	23.817	90	.000	2.98901	2.7397	3.2383
4. I am treated differently due to my gender	24.759	90	.000	3.03297	2.7896	3.2763
Total Degree	26.454	90	.000	3.01374	2.7874	3.2401
Do you feel that women are getting more limited opportunities than men	29.026	90	.000	1.52747	1.4229	1.6320
Do you prefer a male/female boss	26.937	90	.000	1.37363	1.2723	1.4749

Working hours per week	44.954	90	.000	2.17582	2.0797	2.2720
How long do you plan to stay at the General Personnel Council	36.776	90	.000	4.02198	3.8047	4.2392
Salary gap among individuals with the same position	21.582	90	.000	3.07692	2.7937	3.3602
I have been denied a raise in my workplace	23.265	90	.000	3.13187	2.8644	3.3993
I am satisfied with my current salary.	23.593	90	.000	2.89011	2.6467	3.1335
Total Degree Salary	27.600	90	.000	3.03297	2.8147	3.2513
I am looking forward to promotion/ career advancement.	25.028	90	.000	1.57143	1.4467	1.6962
My manager/supervisor motivates me	20.887	90	.000	1.95604	1.7700	2.1421
I am too qualified for my current job position	23.351	90	.000	1.86813	1.7092	2.0271
I am confident in going for promotion.	23.083	90	.000	2.06593	1.8881	2.2437
Total Degree Promotion	29.538	90	.000	1.86538	1.7399	1.9908

4.4.3 Table 19: Two Independent T-tests

According to the data findings of **Tables 17, 18, 19** below we assumed that the response rate of respondents to the research questions that have experienced gender discrimination in the workplace has been neutral. Based on the value of the level of significance in the table above, the value of the significance level is greater than 0.05; therefore, we reject the hypothesis that women have experienced gender discrimination in the workplace.

	Gender	N	Mean	Std. Deviation	t	df	Sig. (2-tailed)
1. I was exposed to gender discrimination in the workplace	Male	45	3.0000	1.22474	-.512	89	.610
	Female	46	3.1304	1.20386	-.512		
2. My supervisor does not reflect on gender when assigning work-related tasks	Male	45	2.9111	1.16428	-.457	89	.649
	Female	46	3.0217	1.14483	-.457		
3. My gender does influence my profession.	Male	45	2.9111	1.20269	-.612	89	.542
	Female	46	3.0652	1.20004	-.612		
4. I am treated differently due to my gender	Male	45	2.9778	1.25207	-.444	89	.658
	Female	46	3.0870	1.09191	-.443		
Do you feel that women are getting more limited opportunities than men	Male	45	1.5556	.50252	.526	89	.600
	Female	46	1.5000	.50553	.526		
Do you prefer a male/female boss	Male	45	1.4000	.49543	.509	89	.612
	Female	46	1.3478	.48154	.509		
Working hours per week	Male	45	2.1556	.42403	-.412	89	.681
	Female	46	2.1957	.49976	-.413		
How long do you plan to stay at the GPC	Male	45	4.0667	.88933	.402	89	.688
	Female	46	3.9783	1.18301	.404		
Salary gap among individuals with the same position	Male	45	3.1333	1.40777	.390	89	.698
	Female	46	3.0217	1.32479	.389		
I have been denied a raise in my workplace	Male	45	3.2444	1.22763	.826	89	.411
	Female	46	3.0217	1.34146	.826		

	Gender	N	Mean	Std. Deviation	t	df	Sig. (2- tailed)
I am satisfied with my current salary.	Male	45	2.9111	1.14460	.169	89	.866
	Female	46	2.8696	1.20386	.169		
I am looking forward to promotion/ career advancement.	Male	45	1.5333	.54772	-.598	89	.551
	Female	46	1.6087	.64904	-.599		
My manager/supervisor motivates me	Male	45	1.8889	.80403	-.707	89	.481
	Female	46	2.0217	.97728	-.709		
I am too qualified for my current job position	Male	45	1.8222	.77720	-.565	89	.573
	Female	46	1.9130	.75502	-.565		
I am confident in going for promotion.	Male	45	2.0667	.86340	.008	89	.994
	Female	46	2.0652	.85381	.008		

Therefore, in conclusion, based on the descriptive analysis of the data along with answering and analyzing the research questions through explicit and implicit data, we assumed that the response rate of respondents to the research questions that have experienced gender discrimination in the workplace has been neutral. Thus, the value of the significance level is higher than 0.05; therefore, we reject the hypothesis that women have experienced gender discrimination in the workplace.

Chapter 5: Conclusions and Recommendations

Palestinian women must collectively work together if they want their employers to treat them equally based on their merit. A knowledgeable, passionate, and organized woman can cooperatively disperse the myths used to justify gender differences. Women of today have a responsibility of pushing gender inequality out to help the women who come after them. A change will not occur without women persevering in their professional lives to terminate gender inequalities in the workplace.

5.1. Conclusions and Connection to Literature

Through our review of the results and findings and based on the analysis of the research, we can sense that although some activities and trends were supporting gender mainstreaming in the GPC's work exist, and although there are no explicit gender biases in most of the areas exist in the GPC, gaps still exist. The main reason is due to the difference between the number of males and females in the higher categories this gap will automatically create a hole in the salary scale, in the participation of training courses, study visits, in general, this gap means that males have more opportunities than females at the workplace. The same gap also exists between the number of male employees which reached 110 and female employees which were only 85. We can say that we could not find any explicit gender biases regarding remuneration, because salaries, due to the allowance provided, may vary from one employee as per specific criteria. Finally looking at the implicit analysis when asking the employees about gender preference of their boss only three employees out of the 91 didn't have any gender biases in their answers.

The five-year Strategy draws attention to a wide range of challenges Palestinian women face that demands the consideration, collaboration and coordination of public institutions, non-

governmental organizations, the private sector as well as the international community that recognizes and supports women's issues. It is a strategic steering document that functions as a reference for developing appropriate and gender-responsive policies that would progressively impact the socio-economic and political conditions of women and men and ensure that women can fully integrate their equal rights within the Palestinian society.

5.2. Structure of the Strategy

The overall goal of the Strategy for the 2018- 2022 period is to transform outlooks and procedures preventing women's full righted participation in employment and public life, at all stages of their career life. It has proposed to advance this goal through high-level objectives, as follows:

- Advance socio-economic equality for women
- Develop gender-neutral job evaluations, review legislation, formulate policies for pay equity in the public sector;
- Raise awareness of gender-based inequality in the workplace through the development of applicable behavioral change methodologies within the institution itself;
- Explore current provisions of how such policies were created and formulated; by identifying new lucrative sub-sectors as well as non-traditional collaborative projects and niches for women within job-creating growth potential exists;
- Progress the physical and mental health of women
- Ensure the visibility in a society of women and girls and their equal and active citizenship;
- Advance women in leadership at all levels;
- Embed gender equality in decision-making.

**Further actions will be added accordingly.*

5.3. Strategy Committee

The Strategy Committee will assemble regular basis meetings. The Committee will assess whether further action required on specific issues or if measures need to be added to the Strategy, and making recommendations to the General Personnel Council or any public institution in Palestine. It has intended that the facility will exist to add further actions to the Strategy over its lifetime. A prioritization exercise will take place concerning the measures to be implemented first. During the initial implementation phase, a monitoring system developed aimed at enabling the Strategy Committee to examine progress on individual actions and across each objective. Gender Equality Division in the Department of the Ministry of Women's Affairs will support the Strategy Committee with ongoing engagement with relevant Departments to ensure the success and implementation of the progress of the Strategy.

5.4. Implementation of the Strategy

Inter-departmental teams will tackle new problems during the implementation process. Examined audits of the Strategy regarding value for money and overall impact. Quarterly reviews carried out throughout the entire process of the Strategy. By the Strategy Committee's work, progress reports will be presented to the General Personnel Council committee and published annually on the GPC website. Teams will develop targets and appropriate indicators against which the outputs and impact of the Strategy's actions measured.

5.5. Recommendations for Future Research

According to the Research results and findings, the following strategies recommended for future research:

1. Provide equal opportunities for males and females, in promotions, remunerations, and hiring process; by meeting specific affirmative action of the percentage of women occupying the higher categories in the public institutions, which should be stated in the law which will, of course, increase the number of women in the more top categories;
2. Meet the requirements of affirmative action to enhance female participation in decision-making positions;
3. Set objective paradigms to ensure equality of opportunities and underline the principles of transparency and clarity;
4. Perform administrative improvement towards the enhancement of women's state of affairs in the process of decision-making;
5. Spread awareness of the term gender across the GPC, and public sector through the following steps:
 - a. Determining the awareness subjects
 - b. Conduct meeting with guidance unit for the joint work in implementing awareness campaigns
 - c. Coordination with PR unit in the GPC to provide press coverage
 - d. Coordination with civil society institutions in implementing campaigns and benefiting from their resources
 - e. Conduct awareness campaigns

6. Design and implement training programs on gender mainstreaming and gender analysis across the public sector. It's stated in the National Development Plan the number of training programs, subjects of these training programs and the number of employees participating in these training programs should have equal opportunities for males and females, especially that men occupy the higher positions, so it's essential to spread gender mainstreaming for men as well as women.
7. Integrate gender mainstreaming mechanisms in all the GPC's directorates and programs starting with planning and implementation to monitoring and evaluation processes; indicators should be identified to monitor the mainstreaming devices. Thus, the gender unit should coordinate with each directorate or group to include gender mainstreaming in their plans. Like specifying the number of women who will get a promotion, the number of women participating in the workshops, the number of women who will take part in a study visit.
8. Prepare and implement the gender unit plan, identify and amend on the terms of references of the unit, and monitor the progress of the group. The gender unit plan might include restructuring for the group, and increase the number of employees since the method should consist of organization for gender mainstreaming inside the other directorate as well as coordinating with other gender units in all public institutions.
9. Give equal training opportunities for males and females, integrate gender mainstreaming in the hiring process and encourage, motivate women to get the promotions and reach to the first or higher categories.
10. Use the ministry website, and other sources like Facebook page, brochures etc., which includes writing success stories of empowered women, sharing their experiences, conducting interviews with women from higher categories across the public sector, and write general

articles about gender mainstreaming which might help in changing the culture inside the GPC as well as other Palestinian public entities.

Due to research constraints, the findings and recommendations outlined in this study are primarily applicable to public sector institutions. As such, there is a need for additional research on gender inequality within the public sector. In particular, it is essential to examine the situation within the federal institutional system, which includes the government, ministries, and public offices; making it by far one of the largest employers in Palestine. It will allow for a meaningful comparison of gender inequality between the public and private sectors. It is also essential to research the national industry, which employs a large number of women, however, many of who paid below the legal minimum wage. The strategic goal of this study is to establish a utopian Palestine to break all barriers of gender inequality, where all women enjoy equality with men and can achieve their full potential, while enjoying a protected and fulfilling life by enabling Palestinian women to possess a well-rounded, gender-equal privileges by bridging the gender gap in numerous outlooks of life.

References

- Aaltio, I., & Mills, A. J. (2002). *Gender, identity, and the culture of organizations*. London: Routledge.
- Abdallah, I. A. (2015). *Being and Becoming a Leader: Arabian Gulf Women Managers' perspectives*. *International Journal of Business and Management*.
- Abirafeh, L. (2017). *Middle East gender inequality is corrupting the region*. Retrieved December 5, 2017, from <http://www.arabnews.com/node/1204796/middle-east>
- Aina, O. I. (2012). Two Halves Make a Whole. *Gender at the Cross-Road of the Nigerian Development Agenda*.
- Abu Soulb, H. (2018). *Palestinian Women's Agony under Israeli Occupation*. Retrieved on March 18, 2018, from <http://gulfnews.com/news/mena/palestine/palestinian-women-s-agony-under-israeli-occupation-1.2130175>
- Arab Fund (2017). Retrieved on November 18, 2017, from http://www.arabfund.org/Data/site1/pdf/Annual_Report_2017_E.pdf
- Babajide, E. (2000). Comparative Analysis of the Leadership Style of Male and Female Managers in the Banking Industry in South Western Nigeria. *Nigerian Journal of Industrial Relations*, 62-70.
- Barakat, H. (1993). *The Arab world: Society, culture, and state*. Berkeley: University of California Press.
- Becker, G. (1971). *The Economics of Discrimination*. Chicago, IL: University of Chicago.
- Bihagen, E., & Ohls, M. (2006). The glass ceiling—Where is it? Women's and men's career prospects in the private vs. the public sectors in Sweden 1979-2000. *Sociological Review*, 54, 20-47.
- Bishaw, A., & Semega, J. (2008). *Income, Earnings, and Poverty Data from the 2007 American Community Survey* (No ed., pp. 12-18). U.S. Department of Commerce Economics and Statistics Administration.
- Bovill, D. (2013). *Patterns of Pay: Results from the Annual Survey of Hours and Earnings, 1997 to 2012*. Pay differences between men and women. Report. Office from National Statistics.
- Braun, S. (1998). *Mitsubishi to Pay \$34 Million in Sex Harassment Case*. Retrieved from <http://civilrights.findlaw.com>
- Darley, J., & Gross, P. (1983). *A hypothesis-confirming bias in labeling effects*. *Journal of*

- Personality and Social Psychology*, 44(1), 20-33.
- Eagly, A. (2004). *Gender Gaps in Socio-political Attitudes: A Social Psychological Analysis*. *Journal of Personality and Social Psychology*, 87(6), 796-816.
- Eagly, A. (2007). *Women and the Labyrinth of Leadership*. *Harvard Business Review*, 63-71.
- Fleischmann, E. (2003). *The Nation and its New Women: The Palestinian Women's Movement 1920-1948*. Berkeley/Los Angeles: University of California Press, USA
- Fried, T., & MacCleave, A. (2009). *Influence of role models and mentors on female graduate students' choice of science as a career*. *Alberta Journal of Educational Research*, 55(4), 482-496. (2009, January 17). Retrieve August 1, 2017, from PsycINFO
- Gender Discrimination in the Workplace. (2017). Retrieved October 16, 2018 from <https://bohatala.com/gender-discrimination-in-the-workplace/>
- Gender Discriminations Law and Legal Definition (2006). Retrieved March 5, 2017 from <https://definitions.uslegal.com/g/gender-discriminations> &
- General Personnel Council. (1998). *1997-1998 Annual Report*. Ramallah, Palestine: GPC.
- General Personnel Council. (2012). *2012-2013 Annual Report*. Ramallah, Palestine: GPC.
- General Personnel Council. (2013). *2013-2014 Annual Report*. Ramallah, Palestine: GPC.
- General Personnel Council. (2014). *2014-2015 Annual Report*. Ramallah, Palestine: GPC
- General Personnel Council. (2015). *2015-2016 Annual Report*. Ramallah, Palestine: GPC
- General Personnel Council. (2016). *2016-2017 Annual Report*. Ramallah, Palestine: GPC.
- General Personnel Council. (2017). *2017-2018 Annual Report*. Ramallah, Palestine: GPC
- Gherardi, S. (2006). *Organizational Knowledge: The Texture of Workplace Learning*. Blackwell, Oxford.
- Giuliano, L., Leonard, J., & Levine, D. I. (2005). *Do Race, Gender, and Age Differences Affect Manager-Employee Relations? An Analysis of Quits, Dismissals, and Promotions at a Large Retail Firm*. UC Berkeley: Center for Responsible Business. Retrieved September 18, 2017 from <https://escholarship.org/uc/item/8k51r4g8>
- Golafshani, N. (2003). *Understanding Reliability and Validity in Qualitative Research*. The Qualitative Report, 8(4), 597-606. Retrieved November 30, 2015 from <http://nsuworks.nova.edu/tqr/vol8/iss4/6>
- Hoyt, C. (2011). *Gender Bias in employment contexts: A closer examination of the role incongruity principle*. *Journal of Experimental Social Psychology*, 48(1), 86-96.

- Huntington, R., Fronk, C., & Chadwicj, B. (2001). *Family Roles of Contemporary Palestinian Women*. *Journal of Comparative Family Studies*, 32(1), 1-19. Retrieved April 30, 2017 from <http://www.jstor.org/stable/41603726>
- Jad, I. (1995). *Claiming Feminism, Claiming Nationalism: Women's Activism in the Occupied Territories*. In *The Challenges of Local Feminisms: Women's Movements in Global Perspective*. (ed.) A. Basu. Boulder: Westview Press.
- Joppe, M. (2000). *The Research Process*. Retrieved November 30, 2017, from <http://www.ryerson.ca/~mjoppe/rp.htm>
- Karim, D. N. (2013). *Gender-Based Analysis of Public Education Sector Services*. Miftah.
- Kauser, D. & Tlaiss, H. (2011). *The Arab Women Manager: Participation*. *Journal of International Business and Economy*, 35-56.
- Kirton, G. & Greene, A-M. 2005. *The Dynamics of Managing Diversity: A Critical Approach*. (2nd Eds.). Oxford: Elsevier.
- Kleibo, M. (2014). *Palestinian Women in the Labor Force: Realities, Challenges, and Aspirations*. Retrieved April 30, 2018 from <http://thisweekinpalestine.com/wp-content/uploads/2014/07/Palestinian-Women-in-the-Labor-Force.pdf>
- Kuttab, E. (2002). *Securing a Livelihood Against All Odds*. Palestine.
- Kuttab, E. (1988). *Community Development Under Occupation: An Alternative Strategy*. *Journal of Refugee Studies*. 2(1).
- Lazear, E. & Sherwin, R. (1990). *Male-Female Wage Differentials in Job Ladders*. *Journal of Labor Economics*, 106-123.
- Lewis, G. B. (1986). *Gender and Promotion*. *Journal of Human Resources*, 21.
- Longe, O. (2012). *Hope for the Preferred Future in Nigeria*. 7th Conference of Women in How Gender Stereotypes Prevent Women's Ascent up the Organizational Ladder. *Journal of Social Issues*. 57(4): 657– 674.
- Longe, O. (2013). *Women and the Leadership Paradigm: Bridging the workplace Gender-Gap in Nigeria*. *An international Journal of Language, Literature and Gender Studies*, 46-61.
- Louie, K. (2014). *Career advancement: What it is and how to achieve it*. Retrieved November 5, 2017 from <http://advice.careerbuilder.com/posts/career-advancement-what-it-is-and-how-to-achieve-it>
- Metcalfe, B. (2006, 2007, 2008). *Women, Management and Globalization in the Middle East*.

- Milgrom, O. (1987). *Discrimination, Market Forces, and the Invisibility Hypothesis*. Quarterly Journal of Economics, 453-476.
- Newman, M. A. (1993). *Career Advancement: does gender make a difference?* American Review of Public Administration.
- New York Times (1995). *Employees Describe Sexual Harassment by Chief Executive*. Retrieved April 18, 2016 from <https://www.nytimes.com/1995/08/04/nyregion/employees-describe-sexual-harassment-by-chief-executive.html>
- Obilade, A.O. (1985). *The Nigerian Legal System*. Ibadan: Spectrum Law Publishing
- Obilade, S. (1985). *Leadership Qualities and style as they relate to instructional*. The Manager Department of Education, University of Ibadan.
- Okpara, J. (2005). *Gender differences and job satisfaction: A study of university teachers in the United States*. Women in Management Review, 20(3/4), 177-190. (2005, April 1). Retrieved August 1, 2017, from PsycINFO.
- O'Neill, J. (2015). *The Equal Pay Day factoid that women make 78 cents for every dollar earned by men*. Washington Post.
- Palestinian Central Bureau of Statistics (2016). *Women and Men in Palestine*. Retrieved January 15, 2017, from http://www.pcbs.gov.ps/portals/_pcbs/PressRelease/WomenDy2016E.pdf
- Palestinian Central Bureau of Statistics (2018). Retrieved April 5, 2018 from http://www.pcbs.gov.ps/portals/_pcbs/PressRelease/Press_En_7-3-20148-women-en.PDF
- Penner, Andrew M., Harold J. Toro-Tulla, and Matt L. Huffman. (2010). *Do women managers ameliorate gender differences in wages? Evidence from a large grocery retailer*. Paper presented at the meeting of the International Sociological Association Research Committee on Social Stratification and Mobility (RC28), May, Haifa, Israel
- Penner, Andrew M., and Harold J. Toro-Tulla. (2010). *Women in power and gender wage inequality: The case of small businesses*. In Research in the sociology of work: Gender and sexuality in the workplace, eds. Christine L. Williams and Kirsten Dellinger, 83-105. Bingley, UK: Emerald Publishing Group
- Pate, R. R., R. P. Saunders, et al. (2003). *"Evaluation of a community-based intervention to promote physical activity in youth: lessons from Active Winners."* Am J Health promote 17(3): 171-82

- Phelps, E. (1972). *The statistical Theory of Racism and Sexism*. American Economic Review.
- Powell, G. N., & Butterfield, D. A. (1989). *The "good manager": Does androgyny fare better in the 1980s?* *Group and Organization Studies*, 14: 216-233.
- Shenhav, Y. 1991. Expected managerial careers within growing and declining R&D establishments. *Work and Occupations*, 18: 4
- Powell, G., & Graves, L. (2003). *Women and Men in Management (3rd edition)*. Thousand Oaks, California: Sage.
- Richter-Devroe, S. (2008). *Gender, Culture, and Conflict Resolution in Palestine*. *Journal of Middle East Women's Studies*, 4(2), 30-59. doi:10.2979/mew.2008.4.2.30
- Sheltzer J. M., Smith J. C. (2014). *Elite male faculty in the life sciences employ fewer women*. PNAS 111 10107–10112. 10.1073/pnas.1403334111
- Shoukat, U. (2004). *Literacy and women's identity*. Proceedings of the International Conference on Social Sciences: Endangered and Engendered.
- Shuaa, M. (2009). Report on Labor and Economy in the Palestinian Territory. Palestine: Riyada Consulting and Training.
- Sirhan, B. (1975). *Palestinian refugee e life in Lebanon*. *Journal of Palestinian Studies*, 4, 91–107.
- Stenbacka, C. (2001). Qualitative research requires quality concepts of its own. *Management Decision*, 39(7), 551-555
- Stewart, L. P., & Gudykunst, W. B. (1982). *Differential factors influencing the hierarchal level and number of promotions of male and females within an organization*. *Academy of Management Journal*, 25: 586-597
- Stroh, L. K., Brett, J. M., & Reilly, A. H. (1992). *All the Right Stuff: A Comparison of Female and Male Managers' Career Progression*. *Journal of Applied Psychology*, 77(3), 251-260. DOI: 10.1037/0021-9010.77.3.251
- Smith, R., Mitchell, J. A. (1993). *Stanford MBA does not assure equal pay*. San Jose Mercury News
- The Arab Human Development Report (2005). Towards the Rise of Women in the Arab World. Retrieved May 5, 2017 from http://hdr.undp.org/sites/default/files/rbas_ahdr2005_en.pdf
- Tzannatos, Z. (2015). The Global Financial, Economic and Social Crisis and the Arab Countries: A Review of the Evidence and Policies for Employment Creation and Social Protection. Paper Presented at the Arab Employment Forum, Beirut, 19-21 October.

United Nations. (1979). *Convention on the Elimination of All Forms of Discrimination against Women*, Article 1.

United Nations (2013). *Economic and social council: gender statistics*. Retrieved January 14, 2018 from <http://unstats.un.org/unsd/statcom/doc13/2013-10 GenderStats-E.pdf>

United Nations (2016). *Human Development Reports Gender Inequality Index*. Retrieved February 18, 2017, from http://hdr.undp.org/sites/default/files/2016_human_development_report.pdf

United States Census Bureau (2004). *Women in the Workforce*. Retrieved March 6, 2017 from https://www.census.gov/newsroom/pdf/women_workforce_slides.pdf

United States Department of Labor (1998). *Highlights of Women's Earnings*. Retrieved May 5, 2016, from https://www.bls.gov/opub/reports/womensearnings/archive/womensearnings_1998.pdf

U.S. Equal Employment Opportunity Commission (2017). Retrieved October 16, 2018 from <https://www.eeoc.gov/eeoc/statistics/enforcement/sex.cfm>

Washington Post (1998). *High Court Draws Line on Sexual Harassment*. Retrieved July 15, 2016 from https://www.washingtonpost.com/archive/politics/1998/06/27/high-court-draws-line-on-sexual-harassment/ee35c661-ac27-4464-91cd-2dd1d597270f/?noredirect=on&utm_term=.5065a0c6737b

Weyer, B. 2007. *Twenty years later: explaining the persistence of the glass ceiling for women leaders*. *Women in Management Review*. 22(6): 482-496.

World Economic Forum (2016). *Global Gender Gap Report 2016*. Retrieved September 26, 2017, from http://www3.weforum.org/docs/GGGR16/WEF_GGGR16_Full_Report.pdf

World Economic Forum (2017). *Global Gender Gap Report 2017*. Retrieved April 5, 2018 from <https://www.weforum.org/reports/the-global-gender-gap-report-2017>

World Health Organization (2006). *Health System Profile*. Retrieved May 7, 2017 from <http://apps.who.int/medicinedocs/documents/s17303e/s17303e.pdf>

الملخص

يقدم هذا البحث استراتيجيات لكسر حواجز عدم المساواة بين الجنسين حالة المرأة الفلسطينية في القطاع العام، حيث تم اعتماد منهج التحليل النوعي من اجل تحليل التمييز على أساس الجندر في أماكن العمل، وعمل استراتيجيات لكسر سلاسل التمييز بين الجنسين في فلسطين، حيث تم اعداد تحليل وصفي لنتائج البيانات إلى جانب الإجابة وتحليل اسئلة البحث من خلال بيانات واضحة وضمنية، فيما كانت نتائج أسئلة البحث والتي تضمنت على أسئلة حول التمييز بين الجنسين في مكان العمل محايدة، تمت مناقشة الآثار المترتبة على التمييز الجنسي وطرق الحد منها. وقد اعتمد البحث على بيانات ومعلومات تم جمعها من دراسات ديوان شؤون الموظفين العام، والجهاز المركزي الفلسطيني للإحصاء، والبنك الدولي، ووزارة شؤون المرأة، والأمم المتحدة. يبقى التحيز ضد المرأة في أماكن العمل مشكلة خطيرة، ولكي نبدأ بمعالجة هذه القضية المعقدة، يجب علينا عزل العوامل التي تؤثر على أوجه عدم المساواة، حيث ركز البحث على دور المرأة والرجل والعلاقة بين النوع الاجتماعي والتوظيف والتقدم والترقية كعوامل متغيرة ومساعدة لصانعي القرار في فلسطين لفهم أفضل وأعمق لمشكلة التحيز على أساس الجندر، والعمل على التوفيق ما بين الأهداف السياسية والتصريحات المتعلقة بالمساواة بين الجنسين في القطاع العام لتحقيق تأثيرات ونتائج فعلية على ارض الواقع للحدّ من التمييز بين الجنسين في أماكن العمل، وامكانية تحسين نتائج اصدار السياسات من خلال دمج النتائج الرئيسية للدراسة، بالإضافة إلى نتائج دراسات حديثة أخرى أجريت حول مواضيع مشابهة. ووضع هذا البحث أهدافاً استراتيجية

وغايات واستراتيجيات لتحقيق المساواة بين الجنسين وتحقيق نمو اقتصادي وطني على المدى
البعيد في فلسطين.