

Women Laborers Taking Over Manly Jobs Increase the Performance of Hussein Atieh and Sons Company in Amman-Jordan

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ABSTRACT:

After decades of the subject being at the top of all organisation's agenda to increase the gender diversity in male- dominant industries, still the advancement of hiring women in these industries are very slow.

This research article intended to explore the chances of Women Laborers Taking over Manly Jobs at Hussein Atieh and Sons Company in Amman-Jordan "being a male dominant environment" on increasing the performance of the organisation.

A questionnaire was used to collect data. The sample was randomly chosen from a population of (100) employees working in middle and low levels. 75 employees responded to the questionnaire but 29 of them either did not answer the questionnaire fully or answer the same statement twice with different responses. 46 answered questionnaires were retrieved with valid answers and used for data analysis. Statistical Analysis for Social Sciences (SPSS) was performed to conduct t-tests, in order to compare means of variables. Regression analysis was conducted in order to measure the mediation relationship between the variables.

The results of this study indicate that the performance of the company increases when increasing the number of women employees in male- dominant jobs.

Hypothesis testing results show that gender diversity by increasing the women laborers in such male dominant company will affect different aspects of the work performance such as; increasing company turnover, increasing productivity, improvement of the work atmosphere and increasing the reputation of the company.

A recommendation for the organisation is that they redesign different human resource hiring strategy attend to hire more women in future vacancies to increase the work diversity.

KEYWORDS: Women Laborers, Manly Jobs, Performance, Turnover, Productivity, Work Atmosphere, Reputation.

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I. INTRODUCTION:

Over the past decades, organisations have seen increasing number of women coming into the workplace of male dominant industries, but still the progress in the gender diversity is not just slow but it has paused. Women are earning higher educational degrees than men, gaining more experience in work while contrary they are staying in the male dominant industries lower rate than men are. "Men and women have different viewpoints, ideas, and market insights, which enables better problem solving. Gender diversity is vital to any workplace. Not just because it's a laudable goal; it simply makes bottom-line business sense". (Gallup, 2014) potential determinant of a team's effectiveness is its gender diversity, as the gender mix of a team may offer an assortment of knowledge and skills. Mixed gender teams are more generous and egalitarian, and that teams with a larger percentage of women perform better by building meaningful relationships and creating successful work processes". (Gender action portal) On another hand, "Some workplaces tend to be male-dominated due to women employees' awareness, past experiences, and priorities". (Cornell HR review).

Study Objectives:

The main purpose of this research is to explore the effect of gender diversity and increasing the number of women taking over manly jobs in Hussein Atieh and Sons Company "being a male dominant environment" on increasing the performance, and to explore the benefits in increasing the turnover, the productivity, the reputation of the company and the improvement of the work atmosphere.

Research Problem:

Although the subject research is at the top of all organisation’s agenda to increase the gender diversity in male-dominant industries but still the advancement of hiring women in these industries are very slow.

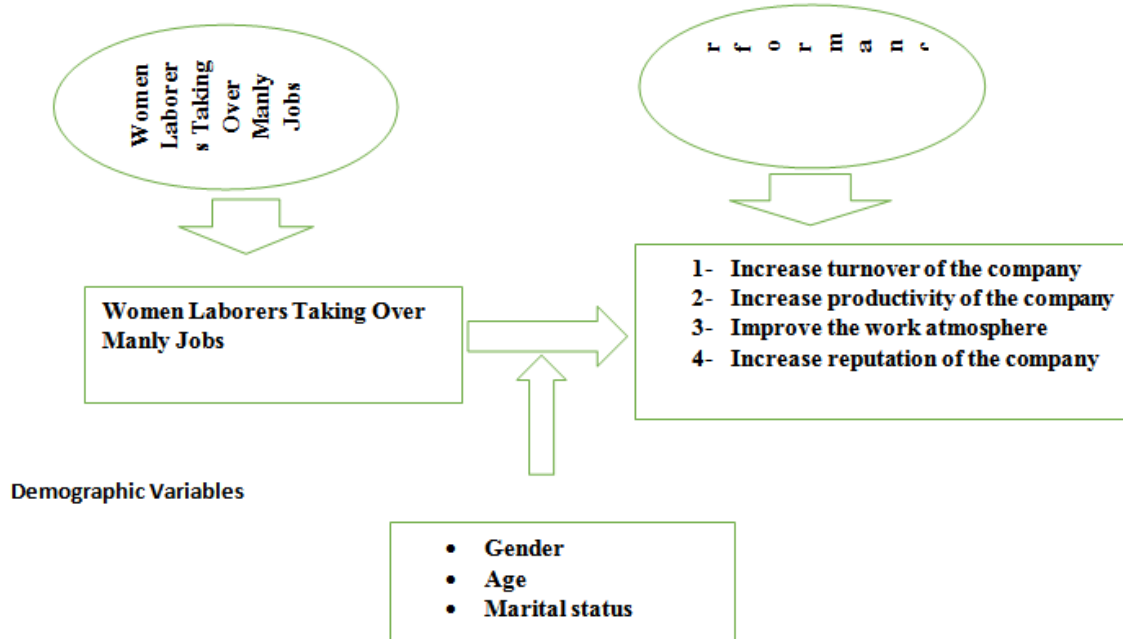
Significance:

The significance of this study is to express the benefits of increasing the number of women in the male-dominant industries such as construction industries on the performance of the company.

Study Model:

Independent Variable **Dependent Variables**

Women Laborers **Performance**



Demographic Variables

Hypothesis:

In order to attain the study objectives the following hypothesis are developed:

H₀: Women laborers taking over manly jobs do not increase the performance of Hussein Atieh and Sons Company at (0= 0.5).

H₀₁: Women laborers taking over manly jobs do not increase turnover of Hussein Atieh and Sons Company at (0= 0.5).

H₀₂: Women laborers taking over manly jobs do not increase productivity of Hussein Atieh and Sons Company at (0= 0.5).

H₀₃: Women laborers taking over manly jobs do not improve the work atmosphere of Hussein Atieh and Sons Company at (0= 0.5).

H₀₄: Women laborers taking over manly jobs do not increase reputation of Hussein Atieh and Sons Company at (0= 0.5).

H₀₅: Gender, Age and Martial Status have no difference when it comes to Women laborers taking over manly jobs and do not increase the Performance of Hussein Atieh and Sons Company at (0= 0.5).

Definition of Terms:

- Manly Jobs: Carriers or jobs in organizations or industries in which men are dominant and have most of the authority and influence inside the organisation.
- Performance: The work related activities expected by an employee and how well those activities were achieved for accomplishing the organization’s goals.

II. LITERATURE REVIEW:

Women Laborers Taking Over Manly Jobs

Male-Dominated Occupations: are those that Comprise 25% or Fewer Women, Women working in male-dominated industries face a variety of challenges, including but not limited to: Universal stereotypes, such as caring mother or office housekeeper, Work/life demands may delay women's time to PhD, impacting the number of publications which are so important for promotions in academic science, fewer mentoring opportunities, which women reported as being important for their success and Sexual harassment. (Catalyst, (August 23, 2018).

- In 2008, Mark Zuckerberg hired Sheryl Sandberg as the Chief Operating Officer of Facebook. And By 2014, Janet Yellen had taken over as chair of the historically male-dominated Federal Reserve; and Google was in the process of launching Women Techmakers, a global initiative aimed at steering women into the digital economy.

These developments reveal a reality in which opportunities for women in fields previously dominated by men are expanding. So women encouraged to pursue non-traditional careers — in military, business and finance, science and technology. (Learn how to become, (Apr 21, 2019).

- Women have always wanted access Manly jobs but have not always been possible. Manly jobs generally pay higher salaries; women wanted those higher paying jobs as they have families to support.

Women only got access to higher-paying jobs after 1964, when Title VII of the Civil Rights Act forced open certain industries previously closed to women, including work in factories, shipyards, mines, and construction sites. Unfortunately, the sexual harassment that women encountered when they entered these fields still endures today. Sexual harassment remains endemic in many blue-collar professions and this explained that sexual harassment reflects male hostility to women who try to take "men's jobs" because of this original sense of entitlement. (Annelitwin, (July 16, 2018).

- Some fields opens for women after it has become devalued and men have left for other jobs, when jobs become with less income and status it become feminized; because no men want to stay in less desirable jobs. Studies of gendered jobs queues have directly addressed the questions of who will enter a new field first, research on new fields shows that as jobs increase in their desirability they change from women's work into men's work, for example women were selected for the first computer programmer job as it was resembled clerical tasks, but once men recognized the programming demanded logical, mathematical skills, they filled those jobs; thus rapid shifts in the ender composition of programming resulted in women being push out Laurel S-Doerr (2004).

- Over 75% of CEOs consider gender equality to be a top priority. Even though the majority of CEOs recognize the significance of gender diversity, and it's been established that boards with at least three women directors are almost 50% more profitable than those without, women still make up less than 20% of executive-committee members and corporate board members overall!As a whole, business has been pretty slow on the uptake. Computing, architecture and engineering still tend to be male dominated, and not just by a little bit – in 2017, 75% of professionals in the computer and mathematics field and 84% of architects and engineers were men. (RW-3).

- Gender diversity rises both efficiency and effectiveness, which enhances the organisation goals. It's important for men and women to realize that gender diversity in workplace won't harm the other gender. The best way to employee and keep the opposite gender is to listen to them and try to to treat both genders equally(thriveglobal).

Performance

- Performance is a kind of assessment report representing how well an employee is executing the expected related work activities.(IGI GLOBAL).

- types of work performance; performance is evaluated based on responsibilities done, goals and objectives; turn over for the company, scheduled deliveries, customer satisfactions, teams contributions, designs and creativity, decision making and leadership.

- Organizational performance includes investigating a company's performance contrary to its objectives and goals. Organizational performance includes outputs compared with intended outputs. (Market business news).

- Organisation performance is how successfully an organised team with a particular goal perform a function. While in reality, high organisational performance is when all teams of an organisation work together to achieve the goals being measuredwith customer satisfaction. (Pitcher Partner growth).

- Evaluating an organisation performance, an organisational evaluation is a process for obtaining information about the performance of an organisation. (Better evaluation).

Hussein Atieh and Sons Company

- Hussein Atieh and Sons Co. (HASC) is a privately owned general contracting company who is in operation since 1961 and has successfully performed several projects of diverse and complex disciplines throughout the whole country of Jordan. (HASC).
- Hussein Atieh and Sons Co. has been officially registered and classified as a “**General Contractor**” in **Jordan**, in the fields of Building, Electro-mechanic, Communication, Water, Sewage, Water and Wastewater Treatment Plants, Concrete, Bridges and Tunnels. Hussein Atieh and Sons Co. has the expertise and is adequately equipped and financially capable to carry out major projects on turnkey basis. (HASC).
- Hussein Atieh and Sons Co. has a wide record of successful and timely completion of all the projects it has been involved in, which fact is officially and widely recognized by its satisfied clients in both public and private sectors.(HASC).
- Hussein Atieh and Sons Co.'s Management adheres to the rule of “**to provide quality service in the most professional, timely and cost effective manner**”. They take their work very seriously (HASC).
- Hussein Atieh and Sons Co.'s strength lies in its attractiveness and total elasticity. A intelligent and qualified hand-on senior management; well-organized project management; mix of skilled engineers with varied experience and training; highly inspired manpower; better financing management; consistent supply sources; satisfactory in-house capabilities, equipment and plants; and such other cost effective elements give Hussein Atieh and Sons Co. its competitive edge. (HASC).
- Hussein Atieh and Sons Co.'s Business Activities:
The company is described as "General Contractor” and works in the following fields: (HASC).
 - First class Construction and Buildings.
 - First class Electro-mechanical Works and Projects.
 - First class Roads Construction.
 - First class Concrete Works, Bridges, Intersections and Tunnels.
 - First Class Earth Works, Excavation and Excavation for Mining.
 - First Class Water and Sewage Networks.
 - First Class Treatment Plants; Sewerage Purification Stations.
 - First Class Communications and Renewable Energy.
- Hussein Atieh and Sons Co.'s Quality Policy:
They are committed to provide the highest quality of construction services in all projects in compliance with applicable law, regulations and in accordance with relevant specifications and client’s requirements. HAE keen for maintaining and continually improving their quality management system in accordance with the requirements of ISO9001:2015 international standard(HASC).
- Hussein Atieh and Sons Co.**employs over 375**permanent staff of professional managers, engineers, administrators, technicians, skilled workmen and support staff andThe average years of work experience of the key persons at managerial and supervisory levels is over 15 years. In peak seasons, the number of people working for HAE may goes up to over 1000 by hiring temporary workers and subcontractors. (HASC).

III. RESEARC HMETHODOLOGY:

NatureofResearch

This study is descriptive in nature and it aims to explorethe effect of Women Taking over Manly Jobs on increasing the performance of Hussein Atieh and Sons Company in Amman-Jordan.In the applied side, researchers have dealtwith descriptive and analytical methods using (English and Arabic languages questionnaire) to gather primarily data andanalyze these dataand test the hypothesis.

Study Population

Population for this study consists of Middle and Low level employees of Hussein Atieh and Sons Company in Amman-Jordanwho areworking in offices and construction sites and engaged directly with the construction works and Manly jobs. There are more than (375) employees working in this company.

Study Sample

The study sample is consisted of (100) employees randomly selected. Those aremiddle and low level employees. (46) Questionnaires were retrieved, of which (0) were invalid.

Scope:

This study covered a chosen private sector construction company described as one example of current Male dominant industries to study the effect of gender diversity in such an industry and its benefit on increasing the organisational performance.

Study Limitations:

This study has several limitations that can be summarized as follows:

- Choosing the subject study company was according to the searchers' personal relationship; in which the results were based on the data given by the respondents and may have possible bias according to the persons involved.
- The area of this study is restricted toward its population (private construction company in Amman). Therefore, the results probably will change and vary if the study was applied to another construction company or any other male dominant industries.
- The point to which the purpose of this study might be achieved was affected by restrictions of time. Time spent on approving the questionnaire, time required to distribute the questionnaire and receive valid responses, and time taken to do statistical analysis.

Statistical Analysis:

In this section, the results obtained from the study are explained as follows:

- Firstly, the descriptive statistics are discussed and represented in tables and graphs.
- Secondly, data analysis are conducted and results of the study are discussed based on each hypothesis that was formulated.

Gender

N	Valid	46
	Missing	0
Mean		1.37
Median		1.00
Mode		1
Std. Deviation		.488
Skewness		.559
Std. Error of Skewness		.350

Age

N	Valid	46
	Missing	0
Mean		1.83
Median		2.00
Mode		1 ^a
Std. Deviation		.769
Skewness		.313
Std. Error of Skewness		.350

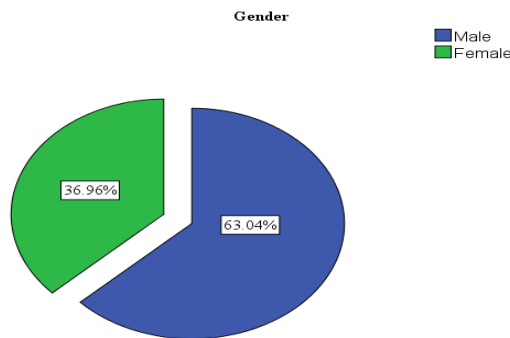
Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	21-Less than 30	18	39.1	39.1	39.1
	30-Less than 39	18	39.1	39.1	78.3
	39 and above	10	21.7	21.7	100.0
	Total	46	100.0	100.0	

Descriptive Statistics:

- Frequenciesfor
- Demographic Variables=Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	29	63.0	63.0	63.0
	Female	17	37.0	37.0	100.0
	Total	46	100.0	100.0	



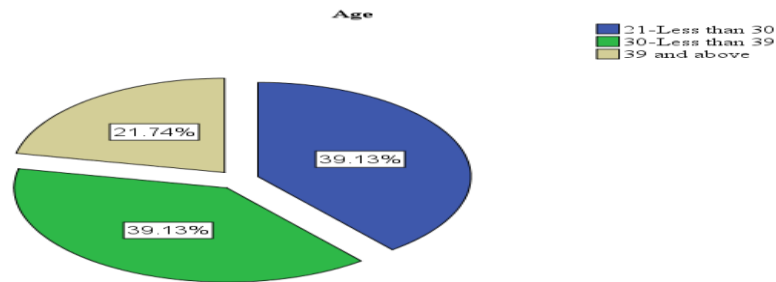
Marital status

N	Valid	46	
	Missing	0	
Mean		1.67	
Median		2.00	
Mode		2	
Std. Deviation		.474	
Skewness		-.767	
Std. Error of Skewness		.350	

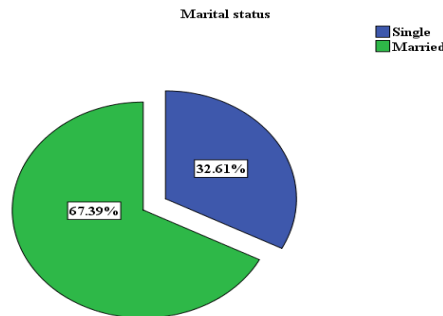
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	15	32.6	32.6	32.6
	Married	31	67.4	67.4	100.0
	Total	46	100.0	100.0	

A total of 46 respondents participated in the answer of this study, while number of valid respondent is 46 and 0 is missing; we notice from the above tables andPie Graph that the majority of the respondents were Males with 63% as most of the employees in the subject company are males and only 37% are Females; so we are dealing with male-dominant environment.

Frequencies for Demographic Variables=Age



A total of 46 respondents participated in the answer of this study, while number of valid respondent is 46 and 0 is missing; the age of the respondents were from 21-above 39 years and from the above tables and Pie Graph we notice that the majority of the respondents were from 21-39 years age categories with equal percentages of 39% and 22% of the respondents were from the age category of 39 and above.



A total of 46 respondents participated in the answer of this study, while number of valid respondent is 46 and 0 is missing; from the above tables and Pie Graph we notice that the majority of the respondents marital status were Married with a percentage of 67% and only 32.61% were Single respondents.

Data Analysis:

In this section, data analysis was performed on SPSS 22.0 software to conduct t-tests, in order to compare means of variables and regression analysis was conducted in order to measure a mediation relationship between the variables in this study as follows:

- Firstly, Cronbach's alpha was used to measure the internal consistent reliability of the variables.
- Secondly, Descriptive statistics and T-Test were conducted to compare means of variables and test the Level of variables.
- Thirdly, Regression analysis were conducted to assess a mediation relationship between the variables and to test Study's Hypothesis (H_{00} - H_{04}).
- Finally, to test the demographic factors of the last hypothesis H_{05} ; Independent-Samples T-Test analysis were conducted to test the Gender & Marital Status and one-way ANOVA analysis to test the Age.

Reliability/ Cronbach Alpha

Cronbach's alpha was used to measure the internal consistent reliability of the variables. Reliability should be (0.60%) or higher to indicate acceptable convergence or internal consistency.

	Mean	Std. Deviation	N
Increase turnover of the company	3.34	.646	46
Increase productivity of the company	2.72	.735	46
Improvement of the work atmosphere	3.01	.654	46
Increase reputation of the company	3.25	.681	46
Increase the Performance	3.08	.562	46

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.907	.914	5

The above tables showed that all variables have reliability coefficients ranged from (0.562% and .735%) while the reliability coefficients/ Cronbach's Alpha for all the variables (.907%) which is > (0.60%). Hence, the study's questionnaire variables were all of reasonable satisfactory reliability.

Level of Variables

Descriptive statistics and T-Test were conducted to test the Level of variables

Variables	Mean	Mode	Std. Deviation	Skewness	t
Increase turnover of the company	3.34	3	.646	.025	35.076
Increase productivity of the company	2.72	2	.735	-.163	25.142
Improvement of the work atmosphere	3.01	3	.654	-.229	31.226
Increase reputation of the company	3.25	3	.681	-.276	32.363
Increase the Performance	3.08	3 ^a	.562	-.520	37.209

Testing Study Hypothesis

Main Hypothesis:

1- **H₀: Women laborers taking over manly jobs do not increase the performance of Hussein Atieh and Sons Company**

Multiple Regression analysis were conducted to test Study's this Hypothesis

Dependent Variable	R	R Square	F Change	Sig. F Change	Beta	t	Sig(t)
Increase the Performance	.644a	.415	31.193	.000	.644	5.585	.000

Predictors: (Constant), Women Laborers Taking Over Manly Jobs

By referring to the values given in the above table; we notice that (F= 31.193, P-value=0.000) with R=.664 and R²=.415 indicates a significant regression, and Based on " $\alpha < 0.05$ ", it explains a statistical impact of the variables at "0.95" level of confidence.

This further rejected the null hypothesis and supported the study's first alternate hypothesis: Women laborers taking over manly jobs increase the performance of Hussein Atieh and Sons Company

Sub Hypothesis:

2- **H₀₁: Women laborers taking over manly jobs do not increase turnover of Hussein Atieh and Sons Company**

Simple Regression analysis were conducted to test Study's this Hypothesis

Dependent Variable	R	R Square	F Change	Sig. F Change	Beta	t	Sig(t)
Increase the turnover	.659a	.434	33.773	.000	.659	5.811	.000

Predictors: (Constant), Women Laborers Taking Over Manly Jobs

By referring to the values given in the above table; we notice that (F= 33.773, P-value=0.000) with R=.659 and R²=.434 indicates a significant regression and based on " $\alpha < 0.05$ ", it explains a statistical impact of the variables at "0.95" level of confidence.

This further rejected the null hypothesis and supported the study's alternate hypothesis: Women laborers taking over manly jobs increase turnover of Hussein Atieh and Sons Company

3- H₀₂: Women laborers taking over manly jobs do not increase productivity of Hussein Atieh and Sons Company

Simple Regression analysis were conducted to test Study's this Hypothesis

Dependent Variable	R	R Square	F Change	Sig. F Change	Beta	t	Sig(t)
Increase productivity of the company	.558a	.312	19.918	.000	.558	4.463	.000

Predictors: (Constant), Women Laborers Taking Over Manly Jobs

By referring to the values given in the above table; we notice that (F= 19.918, P-value=0.000) with R=.558 and R²=.312 indicates a significant regression and based on " $\alpha < 0.05$ ", it explains a statistical impact of the variables at "0.95" level of confidence.

This further rejected the null hypothesis and supported the study's alternate hypothesis: Women laborers taking over manly jobs increase productivity of Hussein Atieh and Sons Company

4- H₀₃: Women laborers taking over manly jobs do not improve the work atmosphere of Hussein Atieh and Sons Company

Simple Regression analysis were conducted to test Study's this Hypothesis

Dependent Variable	R	R Square	F Change	Sig. F Change	Beta	t	Sig(t)
Improve the work atmosphere	.496a	.246	14.383	.000	.496	3.792	.000

Predictors: (Constant), Women Laborers Taking Over Manly Jobs

By referring to the values given in the above table; we noticed that (F= 14.383, P-value=0.000) with R=.496 and R²=.246 indicates a significant regression and based on " $\alpha < 0.05$ ", this explains a statistical impact of the variables at "0.95" level of confidence.

This further rejected the null hypothesis and supported the study's alternate hypothesis: Women laborers taking over manly jobs improve the work atmosphere of Hussein Atieh and Sons Company.

5- H₀₄: Women laborers taking over manly jobs do not increase reputation of Hussein Atieh and Sons Company

Simple Regression analysis was conducted to test the Study's Hypothesis

By referring to the values giving in the above table; we notice that (P-value=0.006) indicates a significant regression and based on " $\alpha < 0.05$ ", it explains a statistical impact among the variables at "0.95" level of confidence.

This further rejected the null hypothesis and supported the study's alternate hypothesis: Gender has difference when it comes to Women laborers taking over manly jobs and a increase in performance of Hussein Atieh and Sons Company.

Independent-Samples T-Test analysis was conducted to test the marital status:

Group Statistics

	Marital status	N	Mean	Std. Deviation	Std. Error Mean
Increase the Performance	Single	15	3.28	.641	.166
	Married	31	2.99	.502	.090

	Levene's Test for Equality of Variances		t-test for Equality of Means						
	F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
								Lower	Upper
Increase the Performance	.134	.717	1.699	44	.096	.294	.173	-.055	.643

ce	Equal variances not assumed			1.559	22.619	.133	.294	.189	-.096	.684
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By referring to the values given in the above table; we notice that (P-value=.096) indicates no significant regression and based on " $\alpha < 0.05$ ", it shows a statistical impact among the variables at "0.95" level of confidence.

This would indicate further that we accept the null hypothesis: Marital status has no difference when it comes to Women laborers taking over manly jobs and the increase the performance of Hussein Atieh and Sons Company.

**One-way ANOVA analysis to test the Age of this Hypothesis:
ANOVA**

Increase the Performance

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.542	2	.271	.854	.433
Within Groups	13.650	43	.317		
Total	14.193	45			

By referring to the values giving in the above table; we notice that (P-value=.433) which indicates no significant regression; Based on " $\alpha < 0.05$ ", it explains a statistically impact among the variables at "0.95" level of confidence.

This further we accept the null hypothesis: Age has no difference when it comes to Women laborers taking over manly jobs and the increase in Performance of Hussein Atieh and Sons Company.

IV. CONCLUSION:

The main purpose of the current research is to study the effect of gender diversity/women taking over manly jobs on the performance of Hussein Atieh and Sons Company in Amman-Jordan.

Based on the tested hypothesis, the results reveal that the performance of the company increase while increasing the women employees in these manly jobs.

As well as, hypothesis results show that gender diversity by increasing the women laborers in such male dominant company will effect in different aspects of work performance such as; increasing the company turn over, increasing the productivity, improvement of the work atmosphere and increasing the reputation of the company.

Recommendations and Future Research:

Top managements of Hussein Atieh And Sons Company need to redesign different human resource hiring strategy attend to hire more women in future vacancies to increase the work diversity.

Managers also need to support the diversity by permitting employees (men and women) to turn their different viewpoints into innovative ideas that can drive a company forward.

This study finds that gender diversity affects the business and increasing the performance of the organisation. Thus to achieve the real outcome, managers must look wisely at the gender balance in this organisation as follows:

- Identifying the departments that are less gender diverse.
- Redesign the hiring strategy in these departments that increases gender diversity.
- Create a culture that allows men and women to form relationships together and increase the spirit of diverse teamwork.
- In addition, create a comfort culture for women to encourage them to join such male dominate sectors.

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