

# QUALITATIVE DIAGNOSTIC TOOL

PROGRESS PROGRAMME “BRIDGING THE GENDER PAY GAP.  
TRANSNATIONAL COOPERATION: CYPRUS, GREECE, PORTUGAL

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## INTRODUCTION

This Tool has been developed within the frame of the European PROGRESS project entitled *“Bridging the Gender Pay Gap. Transnational Cooperation: Cyprus, Greece, Portugal”*. The project has been coordinated by the Cyprus Institute of Labour of the Pancyprian Federation of Labour (INEK-PEO), Cyprus in collaboration with four other organizations from the participant countries as follows: (1) The Hotel and Catering Establishment Employee’s Trade Union (SYXKA-PEO), Cyprus, (2) the Centre for Research on Women’s Issues (CRWI) DIOTIMA, Greece, (3) the Labour Institute of the Greek General Confederation of Labour (INE/GSEE), Greece, (4) the General Confederation of Portuguese Workers-National Inter Trade-Unions (CGTP-IN), Portugal and (5) the Gender Equality Committee in Employment and Vocational Training, Cyprus.

The Tool has been constructed and used by the Cypriot working group for the implementation of the research activity entitled *“The Factors Affecting the Gender Pay Gap between Men and Women in Cyprus Hotels”*. An earlier version of the tool has been, also, used by INEK-PEO in 2012 for a related research on the gender pay gap in the broader public sector in Cyprus. Based on the past experience and the accumulated knowledge, the working group has significantly enriched contextually the tool by considering dimensions of the gender pay gap that has been previously ignored. Contextually, the tool is focused on the social determinants of the Gap between men and women and it is addressed to hotel employees. It consists of thematic units that intent to investigate the opinions, attitudes and stereotypes of the participants in relation to the different dimensions of the phenomenon as well as their working experiences and positioning that often determine wages and wage inequalities among the working force.

In a broader sense, the tool aspires to promote the hidden as well as the visible, though ignored, gender related issues such as the undervaluation of women’s work, the vertical and horizontal occupational segregation, the need for the implementation of the principle of equality, the consequences that the Gap implies in the individual and working lives of women and the need for a collective action for a successful closing of the wage gap between men and women with permanent results.

## IDENTIFYING THE NEED FOR POSITIVE ACTIONS

Despite the proclaimed intention of the European Union to close the wage gap between men and women and despite all legislative actions taken by the EU member states to this end, the GPG not only persists but in some cases it has been expanded. The EU directives influenced the construction of strong national legal frameworks in relation to equal treatment in employment, equal pay for equal work and the fight against discrimination. However, it seems that the legislative regulations along fail to create the conditions in bridging the GPG. One of the reasons of the failure is the lack of adequate monitoring mechanisms. On the other side, we strongly believe that the Gap is to be closed by the simultaneous implementation of positive actions. This Tool, as well as the respective research initiatives that it implies, shall be considered as a positive action within the broader range of activities that aim to repeal the Gap. It shall be considered an auxiliary tool to the legislative framework that may help to improve women's positioning in society and employment. Taken that the recent economic crisis and austerity measures have burdened the already vulnerable working women disproportionately, the need for the development of tools like the current one promoting equality is an imperative. To reverse the current state and regulate the wage Gap between men and women, we need to target the phenomenon in its source and the best way to do this is by documenting the phenomenon by engaging the working force in the process as exactly this tool suggests.

## USING THE TOOL

The tool is addressed to researchers and gender experts focusing on gender related research activities. It may help potential users to contribute towards the reduction of the gap of knowledge as far as concern the extent and depth of the Gap. More particularly, the tool is constructed in a way that helps the users to decompose the complexity of the Gap by looking at variables such as the working conditions of workers, their individual and collective characteristics, employers' practices in relation to the Gap that may encourage or obstruct the perpetuation of the phenomenon and the dominant stereotypes and perceptions about working women. It may help users to document labour market sectoral frameworks and determine the social factors that define

the Gap. The outcomes of the implementation of the tool may lead to the definition of recommendations at both the sectoral and enterprise levels.

As already said, the tool has been constructed and applied in the Hotel Industry and can be used with minor changes in the sector in different geographical locations. It can be, also, applied in the same sector and geographical location for verification and repetition of the outcomes or for identifying potential progress or new developments. It could be, additionally, be applied in other sectors of the labour market though more adjustments shall be designed to meet sectoral particularities and needs. Specifically, we aspire to influence the custom of the tool both in the hotel industry in different geographical locations and in new sectors of the labour market that no research activities on the Gap have been so far implemented.

## DECOMPOSING THE TOOL

The Tool is composed by five different parts aiming to document the basic demographic data of the participants, the characteristics of the participant enterprises, the working conditions of employees, the terms of employment of men and women and the opinions and perceptions of employees on different topics in relation to the Gap.

### A. ATTRIBUTES OF HOTELS

More specifically, the first part of the tool documents the general characteristics of the enterprises participating in the research. Namely, the list of the characteristics found at the part are (1) the size of enterprises in terms of their human resource, (2) the district that the enterprises are located, (3) the enterprises' star category and (4) the department of the enterprise that the participants are practicing their professions. The size, location and department are important data to be document in any sector that the tool shall be applied. Our experience with the implementation of the tool shows that these three variable may help to better analyze the outcomes in details. However, the enterprise star category is very particular for the hotel industry that shall be deleted or replaced by another variable depending on the potential sector of implementation of the tool.

#### E00. Size of Enterprise

10 - 49		1
50 - 249		2
Over 249		3

#### E01. In which district your hotel is located?

Nicosia		1
Larnaca		2
Limassol		3
Paphos		4
Famagusta		5

#### E02. Hotel Category:

5 stars hotel		1
4 stars hotel		2
3 stars hotel		3
Hotel Apartment A		4
Hotel Apartment B		5

Hotel Apartment C	6
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E03. Hotel Department:

Restaurants/cafeterias/bars	1		Departments o Public Relations/Food and Beverage/Human Resource	6
Reception/Porters	2		Cleaning indoor and Outdoor department	7
Floors and Laundry	3		Maintenance department	8
Kitchens and Pastries	4		Stores/Supplies	9
Accounting department/Secretariat	5		Hotel Services (e.g. Spa, beauty salons, gym, entertainment services	10

## B. CONDITIONS OF EMPLOYMENT

The second part of the tool deals with the working conditions of employees. It is considered as one of the most substantial parts of the tool as the variables under scrutiny are among those that determine the wages of workers and the Gap of wages between men and women and between local and migrant workers. The particular working conditions that are researched under this part are: (1) the employment status of employees, (2) the years of experience in the particular enterprise, (3) the frequency and the reason of career breaking, (4) the criteria of participants for choosing the particular sector to work, (5) the terms of employment of the participants, (6) the supervising positions of the participants, (7) the frequency of promotions of men and women, (8) the gender of supervisors by department, (9) the evaluation of the skills of supervisors, (10) the participants' preferences for the gender of the supervisors, (11) the evaluation of participants for women found at the top hierarchy of their units, (12) the regulation that help for the reconciliation of working and social life of workers, (13) the estimation of participants on how creative and independent are their working positions and (14) the frequency of trade union organization of workers.

E04. What is your employment status?

Permanent Staff		1
Seasonal employee/ Short term contract		2
Student/Trainee		3
Part-timer		4
Other (Please specify):		5

E05. How many years do you work at this hotel? (Please note the years accordingly, in a single or double digit) \_\_\_\_\_

E06: Have you ever had to break your career for any reason?

Yes		1
No		2

If No, go to question E09

If Yes, answer the questions E07 και E08

E07. How many times did you have to break your career? (Please note the years accordingly, in a single or double digit) \_\_\_\_\_

E08: Which are the reasons that forced you to break your career?

Reasons	1 <sup>st</sup> Break	2 <sup>nd</sup> Break	3 <sup>rd</sup> Break
Personal Issues			
Family Issues			
Health Issues			
Other Reasons			

E09. What were the criteria that you decided to work in the Hotel Industry?

Career	1
Earnings	2
Not finding another job	3
By chance	4
Other (Specify):	5

E10. Which of the following statements best describe your terms of employment?  
(multiple answer question)

My terms of employment go hand-in-hand with the collective agreements in the hotel industry	1
My terms of employment are applied in accordance to the labour legislation	2
My terms of employment violate the collective agreements in the hotel industry	3
My terms of employment violate the labour legislation	4
I don't know which are the terms of my employment	5
Other (Specify):	6

E11. Do you supervise other employees from your working position?

Yes	1
No	2

E12. How many times did you get a promotion at this hotel? \_\_\_\_\_

E13. What is the gender of the head of your department?

Male	1
Female	2

E14. How would you evaluate the following characteristics/skills of the head of your department?

- If you interview a head of any department go to Question E16.

	Poor	Average	Good	Very Good	Excellent
Organization and Management skills	1	2	3	4	5
Dynamism	1	2	3	4	5
Collaboration	1	2	3	4	5
Creativity	1	2	3	4	5
Sensitivity	1	2	3	4	5
Ethics and Justice	1	2	3	4	5
Ability to motivate others	1	2	3	4	5
Dedication to work	1	2	3	4	5
Ability to solving problems and conflicts	1	2	3	4	5

E15. If you had the choice, would you prefer to have a man or a woman as the head of the department? (note: write down any other spontaneous responses, e.g. I don't have an opinion, I haven't though it, no difference for me)

Man	1
Woman	2
	3

E16. If there are women in management positions at your hotel (e.g. General Management, Human Resource Department, Accounts Department, Food and Beverage Department), how positive do you believe is their presence for the development and the efficiency of the hotel?

Very	1
Somehow	2
Average	3
Some	4
Not at all	5
I don't have an opinion	6
There are not women in the general management	7
I don't know if there are women in the general management	8

E17. Please note whether you agree or disagree with the following statement: "My hotel unit provides possibilities for flexible working arrangement that help the reconciliation of working and social life of the employees" (e.g. transportation means from and to the hotel, flexibility in relation to the arrival and departure from work, working schedule adjustments based on the needs of employees).

Strongly Disagree	Disagree	Neither Agree or Disagree	Agree	Strongly Agree
1	2	3	4	5

E18. Please note whether you agree or disagree with the following statement: “My hotel unit implements flexible regulations that obstruct/block the reconciliation of working and social life of the employees” (e.g. split working schedule, on call, working week without a day off).

Strongly Disagree	Disagree	Neither Agree or Disagree	Agree	Strongly Agree
1	2	3	4	5

E19. How would you evaluate your day-to-day work, more routine or creative work? Use the scale 1-10, where 1 is more routine work and 10 more creative.

Routine Work					Creative Work				
1	2	3	4	5	6	7	8	9	10

E20. How much independence do you believe that you have in performing your working duties, a lot of independence or not at all? Use the scale 1-10, where 1 is not at all and 10 absolute independence.

Not at all Independence					Absolute Independence				
1	2	3	4	5	6	7	8	9	10

E21. How often do you participate in vocational training programs offered by your hotel unit?

0 times	1
Once per year	2
Twice per year	3
Three times per year	4
More than three times per year	5

E22. If you are not a member of a trade union, what is the reason?

I’m a union member	1
I don’t wish to become a member	2
My employer does not allow me to become a member	3
There is no union organization in my hotel	4
I scare to lose my job	5
I have never thought it	6

## C. OPINIONS AND PERCEPTIONS

Part C of the tool researches in more depth the social determinants of the Gap between men and women by looking on opinions and attitudes of the participants for (1) the acknowledgment of women’s skills and abilities, (2) the correlation of women’s working performance and the frequency of their promotions, (3) the remunerations of migrant men and women in the industry, (4) the relation of maternity and paternity with promotions and (5) the relation of vocational training programmes and the opportunities they offer for promotions.

**E23. Please note the degree of your agreement or disagreement with the following statement:  
“The qualifications and the skills of women in my hotel are not acknowledged”.**

Strongly Disagree	Disagree	Neither Agree or Disagree	Agree	Strongly Agree
1	2	3	4	5

**E24. Please note the degree of your agreement or disagreement with the following statement:  
“The working performance of women in my hotel is not evaluated adequately and as a result women are promoted less often than men”.**

Strongly Disagree	Disagree	Neither Agree or Disagree	Agree	Strongly Agree
1	2	3	4	5

**E25. Do you believe that migrant men and women are paid less than the Cypriots in the hotel industry?**

Yes	1
No	2
I don’t know	3

**E26. Do you believe that parenthood (the state of being a parent and the responsibilities involved) affects the decision of the directors when you will be assessed for promotion?**

Yes	1
No	2
I don’t know	3

E27. In case that you do not participate in vocational training programs, which do you think are the three most important reasons?

Such programs are not available		1
The available programs are implemented outside the working time		2
Such programs are not available for my own occupational category		3
I do not find them useful		4
Due to work load		5
Due to family commitments		6
Other (please explain): _____		7

E28. In what ways do you believe that your participation in vocational training program would have more helped you? Please choose the three most important benefits.

Salary raise		1
Increase of the degree of job satisfaction		2
Increase of the chance for promotions		3
Avoidance of firing/unemployment		4
Adjustment in new technologies and new working practices		5

## D. KNOWLEDGE, EXPERIENCES AND VALUES

At the fourth part, the tool investigates further the determinants of the Gap by documenting the knowledge of the participants for the legislation on equal pay and their experiences with discriminatory behaviors at the workplace. Additionally, in order to document certain attitudes of the sample, the participants are asked to respond to a hypothetical question on whom shall be given the priority to work when the working positions are limited. Furthermore, part D deals with the frequency of time spent by participants in different activities and with the opinions of participants for the burden of women with housework and child care. Finally, two open questions of the tool request the participants to express their opinions on the underrepresentation of women in positions at the top hierarchy of their units and the overrepresentation of women in particular occupations.

**E29. Do you know whether there is legislation for the implementation of equal pay for work of equal value?**

Yes		1
No		2

**E30. Have you ever experienced any form of discrimination or harassment at the workplace (in the grounds of your gender, disability, ethnic background, religion, sexual orientation, language, colour of your skin or a combination of them)?**

Yes		1
No		2

E31. If yes, please describe your experiences.

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E32. In which degree do you agree or disagree with the following statement? “If the available job positions in the Cypriot labour market were restricted, men shall have priority for these positions so as women would enable to fulfill their duties mothers”.

Strongly Disagree	Disagree	Neither Agree or Disagree	Agree	Strongly Agree
1	2	3	4	5

E33. In which of the following activities do you spend more time in your daily life? Please rate every of the following activities in the scale 1-10, where 1 is less time and 10 more time.

	Less time					More time				
Work	1	2	3	4	5	6	7	8	9	10
Caring of children and other family dependants	1	2	3	4	5	6	7	8	9	10
Housework	1	2	3	4	5	6	7	8	9	10
Activities in relation to politics/trade unionism	1	2	3	4	5	6	7	8	9	10
Leisure Activities (cultural activities, social interactions)	1	2	3	4	5	6	7	8	9	10
Personal time	1	2	3	4	5	6	7	8	9	10

E34. Do you believe that the fact that women in Cyprus possess the major responsibility for the household and the caring of children, is a result of:

The way that women grow up and the general social milieu?	1
The prejudices for the division of work in the household in the ground of gender?	2
The prejudices and stereotypes for the positioning of women in the labour market and the society?	3
Women are by nature more competent to perform housework and the caring of children?	4
All of the above	5
Other (Specify):	6

E35. Which do you think is the reason that women are under-represented at the ceiling of the job hierarchy?

E36. Which do you think are the reasons that at some of the hotel occupations/departments is observed overrepresentation of women? (e.g. Floor department, in-door and out-door cleaning department, reception)

## E. DEMOGRAPHICS

The fifth and final part of the tool is about the documentation of the demographic characteristics of the participants. Gender, age, national background, family status, number of children, educational level and vocational training composed the set of demographics for recording. These characteristic form the stable variables of the tool and often used in research for analyzing and cross-tabulating the results with the results of all other variables.

E37. Age: \_\_\_\_\_

E38. Gender:

Male

Female

E39. Family Status:

Married	1
Living together outside of marriage	2
Divorced	3
Separated	4
Widowed	5
Single	6
In a relationship	7

E40. Do you have children?

0 children	1
1 child	2
2 children	3
3 children	4
4 children	5
More than 4 children	6

E41. Which of the following best describe your ethnic identity?

Greek Cypriot	1	Polish	9
Turkish Cypriot	2	Czech	10
Armenian	3	Slovenian	11

Maronite	4		From another EU member state (please specify):	12
Greek	5		Russian	13
Expatriate (Greek of Pontos)	6		From another non EU country (please specify):	14
Bulgarian	7			
Romanian	8			

E42. Educational level:

No education	1
Primary school education	2
Secondary school education	3
Lyceum school education	4
University education	5

## CONCLUDING REMARKS

In concluding this report, we would like to mention that this Tool is a supportive instrument for mapping the framework of wage inequalities between men and women in the sector of the labour market that shall be applied. It may successfully lead to the deconstruction of the complexity of the phenomenon of the gender pay gap resulting in detail accounts of reports especially in the sector that no previous research work has been carried out. On the other hand, the phenomenon is much more complicated than it appears to be and requires much more research initiatives as the potential challenges for the widening of the Gap lurk. The development of subsequent qualitative tools that will potentially expand initial research activities looking in more depth the dimensions of the Gap is undeniably the best practice to be taken. Furthermore, our experience proves that there are particular groups of women in the labour force that are subjected to pay discrimination more than any other group, such as the migrant women and other women in certain occupations, whose individual histories of discrimination are difficult to be recorded in details by tools like the current one. Therefore, the recommendation shall be the development of tools that intent to document in depth these histories providing a coherent understanding of the processes that lead these women into discrimination.

One of the limitations of the Tool is the fact that it is addressed to employees in lower and median positions in the job hierarchies of enterprises. The way that it is constructed excludes employees that are found at the top positions of job hierarchies and are considered executive members of enterprises. Therefore, the development of supplementary to this tool instruments researching the perspectives of executive members, both of men and women, would have led to a more comprehensive and valuable outcomes of the phenomenon. Contextually, the recommendation for the development of a supplementary tool shall consider women's presence at the top hierarchies, the challenges they encountered in performing their duties and the hindrances in their career routes for getting such positions.

Finally, another limitation of the Tool is that is addressed to relatively medium and large enterprises, where structured job hierarchies are found. The tool, therefore, in its initial structure cannot be applied in small business because of the absence of such structures; small enterprises are usually run by family members and few paid employees, who's working duties are often alternating. The recommendation, thus, is the construction of supplementary tool focusing at the particularities of small enterprises.