

Alhejji, Hussain; Garavan, Thomas; Ng, Eddy: Understanding Inequality in Employment: An Analysis of the Subjective

This paper provides an analysis of the role of context in inequality in employment by using the setting of Saudi public organisations. We focus on tribe and religion as they represent the major cultural force in Saudi public organisations and they hold major power and resources. We conducted interviews and focus-group discussion with employees from dominant and non-dominant groups. We utilised the multilayers framework to help us go beyond the basic analysis of the descriptive and analytical context to focus on the deep analysis of the subjective context in understanding inequality in employment. Our findings revealed the perpetuation of inequality in employment is considered a political strategy which is reinforced by the state and supported by tribal structure and religious establishment. In the absence of equality legislation, equality in employment seen as a form of modern liberal and social democracy which is why not supported by dominant groups. The subjective analysis of the context provides potential implication to enhance theory and practice on the contextualisation and operationalisation of inequality in employment.