

## Investigating the Impact of Gender Discrimination on Employee Performance: An Exploratory Study

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**Abstract:** Gender Discrimination is inequality based on gender that causes one gender to be more privileged and always prioritized over others. The inequalities include income, wealth or opportunities (Bobbitt-Zeher, 2011). It remains a significant problem for years in both developed and underdeveloped countries. (Vandenbergh, 2011) states that the impact of this social issue is on the macroeconomic level related to equal education, level of income, unpaid care work, labour policies, career advancement and work-life balance. In this regard, all factors of gender discrimination and its impact on the performance of the employee. The study is gathering insights into Gender Discrimination and how it affects the mental, emotional, and physical health of the employees. Either it turns peace-loving employees into suspicious, angry, fearful, and less productive or not. Moreover, it will suggest ways to eliminate gender inequality to improve employee motivation, satisfaction, enthusiasm, and commitment towards work and an organization.

### 1. Introduction

The world is rapidly growing day by day in all aspects of life, society, business, and the economy. Despite the change in values, viewpoints, subtle expression of sexism, Gender Inequality still exists on the ground level (*Colell, 2004*). The phenomenon of discrimination is not just for the women as always perceived. revealed, sometimes, women have a preference over men. Other times Men have a preference over Women, especially when it comes to job profiles. Although a person feels this inequality since childhood in everyday interactions, gender stereotypes, judgments, and evaluations. But when it comes to the workplace or an organization, the discrimination becomes more transparent (*Dipoye and Colella, 2004*). The major concerns associated with gender inequality are education, health, lifestyle, career options, and employment. Moreover, gender inequality also impacts the performance of the employee (*Hogans, Perrucci and Behringer, 2005*). So, (*Alteri, 2018*) suggests that the Human Resource department should be more responsible and care full while recruiting, selecting and promoting an employee. Equal opportunities and cordial relationships build a loyal and positive environment in an organization that ultimately leads to more growth and success of an organization as a whole.

This study focuses on investigating the impact of gender discrimination on the performance of an employee in a business organization. (*Snizek and Neil, 1992*) found that in an organization the discrimination prevails in different ways like job openings, discrimination in hiring procedure, the difference in wage/ salary, discrimination in promotion and development opportunities, the difference in facilities, difference in task allotment, etc. All these parameters of discrimination affect employee performance. This study is going to be conducted on employees of the private IT and Telecoms sector in the U.K. to find out the impact and help Human Resource Department (HRD) to strategize policies rationally.

Job satisfaction is the most significant parameter on which an employee stays or leaves an organization. The concept of job satisfaction is very subjective and can be viewed in different ways, but the overall meaning of this factor is the feeling a person attains while working in the job. (Azmat, Cuñat and Henry, 2020) The constituent factors of job satisfaction are work environment, rewards, fulfilment, appraisal, regular experiences at the workplace, hierarchical structure, etc. Though employees feel gender discrimination in all these factors of job satisfaction and don't feel motivated to work more (R, 2020). This study has identified these factors as very sensitive and impactful. No one realizes and admits this factor openly but psychological it impacts.

### 2. Review of Literature

(*Alteri, 2018*) researched to evaluate the impact of gender discrimination on employee performance mainly with hiring, promotion, and facilities factors. The quantitative research was conducted through regression and correlation to understand the impact. The analysis examined the relationship between gender, race, age and complaints filed. The results of the analysis concluded that gender inequality impacts employees' performance by changing their perceptions. So, Human Resource Manager should be careful while recruiting, hiring, and promoting employees. It will build a positive and loyal culture in the organization. Ultimately, boost in performance and profitability of the business.

(*Bobbitt-Zeher, 2011*) analyzed the importance of gender discrimination for the good/ bad experience of women in a particular organization. The research claimed that all previous research have analyzed gender stereotyping and organization culture/ environment that impacts gender discrimination. But no research tells how these factors relate day to day activities at a workplace. The study analyzed 219 discrimination. After analyzing actual work settings and environments that shed light on the impact of the structural and cultural values of an organization on gender discrimination. The study concludes that structural, cultural, and interactions significantly influence gender discrimination.

Rewards received by women are significantly lower than those received by the men stated in the study (*Joshi, Son, and Roh, 2015*). They conducted macro and micro research to find gender differences, the main aim of the research was to find how employment factors like occupation, industry, and job level affect the performance of a person. The study found that there was a deviation of .56 between rewards of men and women including salary/ wage, promotions, and bonuses. Though the difference in performance evaluation methods is fourteen times which enhanced the performance gap between men and women.

The major impact of gender discrimination is perception. (*Triana et al., 2018*) conducted a meta-analysis along with empirical studies to explain the impact of perceived gender discrimination on the actual performance of the employee. The research analyzed all the contextual factors that feelings and emotions of an employee. Ultimately findings show that perceived gender discrimination negatively affects employees' attitudes towards the job, physical/ psychological health. To examine the relationship between gender discrimination and job demands of employees, (*Dubbelt, Rispens and Demerouti, 2022*) have studied characteristics of job and factors contributing position of employee at the workplace. The two sectional studies have been conducted in two organizations one is male oriented organization and the other is female oriented organization. To increase reliability of the study, the researchers have used quantifiable job characteristics and explained all the details of gender discrimination impacting well-being and career success of all employees. The results of the study show that there is a positive relationship between gender discrimination and job demands of women

(*Heilman, 2022*) has studied gender stereotypes and bias at the workplace through analyzing consequences of both prescriptive and descriptive gender stereotypes. The major goal of this study was to analyze the impact of stereotypes on career progress of women. The argument of gender discrimination states that these stereotypes are the basis of decisions and judgements related to women advancement. The researcher explains that descriptive gender stereotypes provokes negative expectations in performance and promote bias towards women.

The integration of female workers at the workplace has grabbed all attention but (*Maamari and Saheb, 2018*) states that to embrace this evolution, organizations has to adopt some amendements in policies and strategies. Every organization builds their respective culture or environment over the time and healthy coordination is the most challenging factor to adapt and persuade. The significance of culture lies in its organizational framework settings including attitudes, performance standards, and norms of behavior. All levels and styles of leadership including transformational/ transactional must set the norms for healthy environment to improve efficiency and performance of the work flow processes.

### **3. Objectives of Research**

The overall objective of this study was to study the impact of gender discrimination on employee performance.

### **4. Research Methodology**

To analyze the impact of gender inequality on the employee's performance, quantitative research is the rational strategy. As it is a very subjective matter and depth of impact cannot be judged in qualitative research. The generalized questionnaire of this study will have some questions to answer on the *Likert Scale*. The target population is the employees working in the IT Sector. The sampling unit consists of those individual employees who are employed in the private sector. To get the required representative sample, the study is using Non- Probability Convenient sampling. The main purpose of using convenient sampling is the employees can be approached as and their availability. Sample of 200 respondents were taken into consideration. The Descriptive quantitative analysis will be conducted to analyze the answers of respondents. Quantitative data evaluation will use Annova factor analysis and percentage tools. Annova test describes the strength of the relationship between dependent and independent variables (*Lucifora and Vigani, 2016*).

### **5. Data Analysis**

#### **Factor Analysis**

The factor analysis yielded four key factors influencing the performance of an employee. The total number of items is shown under each factor, Eigen value and the percent of variance has been explained by each factor of the analysis as in table 5.1

**Table 5.1. : Principal Component Analysis with Varimax Rotation (Overall sample).**

Factors $\Rightarrow$	1 FF1	2 FF2	3 FF3
<b>Factor Loadings</b>	0.972	0.967	0.974
	0.893	0.850	0.877
	0.857	0.758	0.821
	-----	0.707	0.795
	-----	-----	0.782
	-----	-----	0.741
	-----	-----	0.711
<b>Eigen Value</b>	4.790	3.872	2.146
<b>% of variance</b>	34.217	27.657	15.329
<b>Cumulative Variance</b>	34.217	61.873	77.202

**Results Taken from SPSS 20.0 and AMOS 20.0**

**Description of Naming of Factors**

• **Factor-1 Gender Discrimination:**

Gender Discrimination is emerged as one of the important factor while studying the discrimination among the male and female at the working place. This factor included three statements. A) You feel employees get Promotion on Favoritism with factor loading is 0.972. B) Employees of Your organization feel jealous of each other and play politics with factor loading is 0.893. C) You have personally experienced Gender discrimination at your workplace politics with factor loading is 0.857

• **Factor-2 Discrimination in Growth/ promotion**

Discrimination in growth/promotion is emerged as second important factor while studying the discrimination among the male and female at the working place. This factor included four statements. A) There is a salary gap among same job profile and level with factor loading is 0.967. B) You are satisfied with your currently withdrawing salary package with factor loading is 0.850. C) You are satisfied with the current promotion policy of your organization with factor loading is 0.778. D) You are looking/ waiting for Career advancement/ promotion factor with factor loading is 0.974.

• **Factor-3 HRM Policies and Strategies**

HRM policies and Strategies is emerged as Third important factor while studying the discrimination among the male and female at the working place. This factor included seven statements A) Your Manager encourages you to improve your skills and Potential with factor loading is 0.707. B) You feel motivated to work for your employer/ organization with factor loading is 0.877 C) Employees get training and other opportunities in your organization with factor loading is 0.821. D) You can comfortably share your views with management with factor loading is 0.795. E) HRM policies satisfy all employees with factor loading is 0.782. F) You know all Policies of your organization with factor loading is 0.741. G) You believe in your company's mission with factor loading is 0.711.

**Reliability Test of Gender Discrimination**

To test the reliability of gender discrimination factors of the questionnaire, internal consistency measure has been designed with Cronbach's alpha. Its value varies from zero to one. On the other hand, Kaiser Meyer Olkin (KMO) test measures the adequacy of sampling and the need for conducting factor analysis.

**Table 5.2 : Reliability of the Constructs**

S. No	Constructs	Cronbach's $\alpha$	KMO	Mean	S.D.	No. of Items
1	<b>Gender Discrimination</b>	0.902	0.806	1.99	0.484	3
2	<b>Discrimination in</b>	0.841	0.745	1.931	0.570	4

	<b>Growth/ promotion</b>					
3	<b>HRM Policies and Strategies</b>	0.792	0.699	1.805	0.754	7

Table 5.2 showed that the total number of gender discrimination factor is three and they are highly consistent with each other with Cronbach's value of 0.902. Discrimination in growth and promotion had 4 factors that were consistent with Cronbach's value of 0.841. Lastly, 0.792 shows comparatively lower consistency among 7 factors of HRM policies and strategies. All these factors were significantly analyzed as the sampling was adequate with 0.806, 0.745 and 0.699 KMO.

**Table 5.3 Annova Test between Performance Discrimination Factors and Gender**

Factors	Mean Square	F	Sig
<b>Gender Discrimination</b>	10.11	11.11	0.001
<b>Discrimination in Growth/ promotion</b>	19.25	21.2	0.001
<b>HRM Policies and Strategies</b>	31.53	37.26	0.001

Results Taken from SPSS 20.0 and AMOS 20.0

**Hypothesis Testing between Discrimination Factors and Gender**

Now the results of Annova can be utilized for hypothesis testing between discrimination factors and gender. The result is shown in below mentioned table.

**Table 5.4 Hypothesis Testing**

S. No	Hypothesis	F Value	Sig
1	Impact of Gender Discrimination on Gender	11.11	0.001
2	Impact of <b>Discrimination in Growth/ promotion</b> on Gender	21.2	0.001
3	Impact of <b>HRM Policies and Strategies</b> on Gender	37.26	0.001

Results Taken from SPSS 20.0 and AMOS 20.0

Annova Test of burnout factors disclosed that there was difference between gender discrimination factors as the F value is 11.11 i.e. ( $p > 0.05$ ). Therefore these are significant factors for the gender discrimination. The second F ratio of this test is 21.2 which is highly significant ( $p > 0.05$ ) this means gender discrimination and performance factors are highly varied. In similarity third F ratio is also very high i.e. 37.26 showing a difference between factors.

**Table 5.5 Annova Test between Discrimination Factors and level of position**

Factors	Mean Square	F	Sig
<b>Gender Discrimination</b>	12.27	13.3	0.05
<b>Discrimination in Growth/ promotion</b>	11.11	12.387	0.001
<b>HRM Policies and Strategies</b>	15.95	18.802	0.001

Results Taken from SPSS 20.0 and AMOS 20.0

**Hypothesis Testing between Discrimination Factors and Gender**

Now the results of Annova can be utilized for hypothesis testing between discrimination factors and level of Position. The result is shown in below mentioned table.

**Table: 5.6 Hypothesis Testing between Discrimination Factors and Gender**

S. No	Hypothesis	F Value	Sig
1	Impact of Gender Discrimination on Level of Position	13.3	0.05
2	Impact of <b>Discrimination in Growth/ promotion</b> on Level of Position	12.387	0.001
3	Impact of <b>HRM Policies and Strategies</b> on Level of Position	18.802	0.001

Results Taken from SPSS 20.0 and AMOS 20.0

**6. Conclusion**

Gender Discrimination is a very sensitive matter and it is prevailing in the 21<sup>st</sup> century as well. It is not just limited to female, even male employees feel gender discrimination in the workplace. It impacts all employees at a psychological level and impacts their performance. Hence, it overall impacts the performance of the whole organization and its growth. So, the Human Resource department should strategize and draft policies considering all the factors to restrain gender discrimination. It will help them to provide equal opportunities to all members of an organization and grow equally. This study is very exhaustive so further studies should get the questionnaire filled from a large number of respondents and consider more factors of gender discrimination and performance of employees.

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**Annexure-1**

Statements	1	2	3	4	5
	<b>Strongly Agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
You feel employees get Promotion on Favoritism					
Employees of Your organization involve in different types of politics					
You have personally experienced Gender discrimination at your workplace?					
There is a salary gap among same job profile and level					
Are you satisfied with your existing salary package?					
You are satisfied with the current promotion policy of your organization					
Have you experienced missing out on promotion despite being qualified?					
Your Manager encourages you to improve your skills and Potential					
You feel motivated to work for your employer/ organization					
Employees get training and other opportunities in your organization					
You can comfortably share your views with management					
HRM policies satisfy all employees					
You have knowledge of all Policies of your organization					
You believe in your company's mission					

**Any Suggestions**

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**Thank You for your Efforts and Time**  
**I really appreciate it!!**