

Gender Discrimination & Its Effect on Employee Performance/Productivity

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Abstract

Purpose - Employee performs critical tasks for the survival of the organization irrespective of any gender differences (male/female). The study objective is to add few factors and dimensions of gender discrimination which are responsible for the effect on employee performance/Productivity. Three dimensions of gender discrimination are included in this research that is hiring discrimination, promotion discrimination and facilities discrimination.

Methodology - Data is obtained by 200 telecom supervisors of Pakistani industry for understanding the effects of discrimination on employees' performance. Quantitative tools applied to analyze the data i.e. correlation & regression tools.

Findings – There are three dimensions of gender discrimination included in this research that is gender discrimination in, promotion and facilities. Gender discrimination in promotion and facilities are more responsible for the level of employee performance.

Practical Implications – This practical evidence provides guidelines for the Human Resource researchers and Managers for controlling discriminatory practices which affect on employee performance and productivity

Originality/ Value – The empirical evidence from telecom sector of Pakistan and guidelines for human resource managers related to employee productivity which ultimately effect on organizational productivity.

Key Words – Employee Performance, Organizational productivity, Gender discrimination

Paper Type – Research Paper

Gender issues related to the differences of male and female were pinpointed in decade of 1950s, but highlighted as an important issue in management and organizational studies in between 1980s & 1990s. The duration between these two periods recognized the gender effects in different studies. Hearn & Parkin (1987) emphasized on female issue in those organizations who are dominated by male. Gender is defined as; “Gender comprises a range of differences between men and women, extending from the biological to the social” “Discrimination is treating differently on the basis of sex or race” (Word net web) on the basis of above definitions we can conclude that basically gender discrimination is preference of one gender upon other.

The gender discrimination may exist in various dimensions which include hiring discrimination, differences in salary and wages, discrimination/differences in promotion and inequity related to different goods and facilities provided to different gender. Employee is a back bone of the organization that performs critical tasks for the survival of the organization and employee productivity affected by gender discrimination. Therefore this study is designed to investigate gender discrimination and its affect on employee productivity.

Normally, Male is dominated in Pakistan so whole preference is given to him. We have done this research in order to check gender discrimination & its effect on productivity level in Telecom sector of Pakistan. This study helpful for the human resource managers of telecom sector who are facing such kind of issues related to gender discrimination and its affect on employee productivity. It will also helpful for the employee in any telecom company, by providing information about the basic effective points of gender discrimination on your productivity.

1. Theoretical Framework & Hypothesis

Peterson and Thea (2006) describe that there are so many ways of the gender biasness and discrimination in organizations due to the unfair actions of the employer; discrimination in job compensation package, hiring discrimination, favoritism related to job promotion, and biasness in wage setting for different type of job work. Many analysts agree on this “hiring is most important; promotion is second; and wages are third.” Although in organizational research literature, Gender issues related to the differences of male and female were pinpointed in decade of 1950s, but highlighted as an important issue in management and organizational studies in between 1980s & 1990s. The duration between these two periods recognized the gender effects in different studies. Hearn & Parkin (1987) emphasized on female issue in those organizations who are dominated by male. Economic Forum of the world describes Gender inequality “no country in the world has yet managed to eliminate the gender gap and discrimination”. Workforce market is divided into horizontally and vertically with reference to male biasness and female biasness such as unfair distribution of pay and wages of male worker and female worker. Hiring criteria is different for male staff and female staff. Elisabeth K. Kelan (2009) claimed that gender-quake is disturbing gender terms and relations dramatically. It looks like that western well developed countries are well aware this issue but don't like to address gender biasness and inequality among male & female employee.

Parodan and Irina (2006) describe the objective of their research is to present a general idea of Romania's gender biasness and inequality in both political and economic side in all walk of life of Romania citizens. One group of people assume that female has more importance and dominance in the society either workplace or not. But actually male are more dominated in government and state institutes. Different quotas are fixed in election of the state and jobs in the organizations or in the institute. of gender disparity in economic and political areas in Romania. Gender inequality facts are analyzed by the different ways and methods; for instance gender empowerment index, human development index and gender development index. Research findings reveals that people expectations are shifting from communism to democratic system and provides more opportunities to the resident and citizen of the country is that one of the great people expectations have been changed and shifted towards more female empowerment and fair representation in government institutes or in private organization. Both type of sex must be participated in decision making and got equal benefits and opportunities from the available resources. The international scenario has been changed that female representation and participation is the basic condition of the distributive justice.

Mari Teigen (1999) examines the hiring issues of one decade from 1985 to 1994 related to gender inequality. The research investigation aims to identify the discriminatory practices in hiring of different gender (sex). There are three groups of people, one is plaintiff, second is recruiting authority and the third one is Ombud. All parties are self defending and blaming others related to discriminatory actions. There are two basic questions, first question is how recruiting establishment is defending? Second question is Why Ombud accepted their point of view? The examine cases belong to three types of organizations and institutes: male dominated institutes/firms, female dominated firms/organizations, balanced institutes/organizations in terms of gender. Why and how gender(sex) applicants are influenced in recruitment & selection phases directly or indirectly? The hiring responsible persons answered that hiring depends on personal suitability and ultimately deceive the hearing authorities. The main three reasons for biasness are trace out i.e. women more unfit, renewal, and continuity. The judicial experts conclude the decision on the subjective judgment due to impartial and unclear arguments by the recruiting responsible personnel; they are looking more defensive and decisive. In short, all the three groups must understand the need of the current time and scenario i.e fair appointments and fair representation of both sexes. Both are important in decision making. They should fix quota at least for fair participation.

Peterson and Thea (2006) describe that the least clear aspect of recruiting process is relationship between employer and employee. The hiring authorities are fully aware and conscious about gender biasness in hiring. They use their best understanding while hiring male or female employee and consider all positive and negative aspects. They collect data from big size Norwegian and Scandinavian financial institutions who are dealing almost 7000+ employees. They investigate from different employees related to the answer of the question; that gets the job offer male or female? What are the outcomes of discrimination of different sex? They conduct qualitative and quantitative research. The quantitative tools applied multivariate analyses. The finding reveals that debate is beyond the limits, hiring authorities search the qualified female from the pool of applicant but they did not find. They search from one pool but not find qualified female, then search again from another pool of applicant but not eligible qualified female. Third time they also search female suitable candidate but not got.

All responsible persons are avoiding unconscious biasness. They are also aware from training of hiring the suitable applicant and avoid personal unfair judgment.

Operationalize study framework

There is a relationship between independent variable (gender discrimination) and dependent (Productivity) variable is illustrated in a schematic diagram as follows:

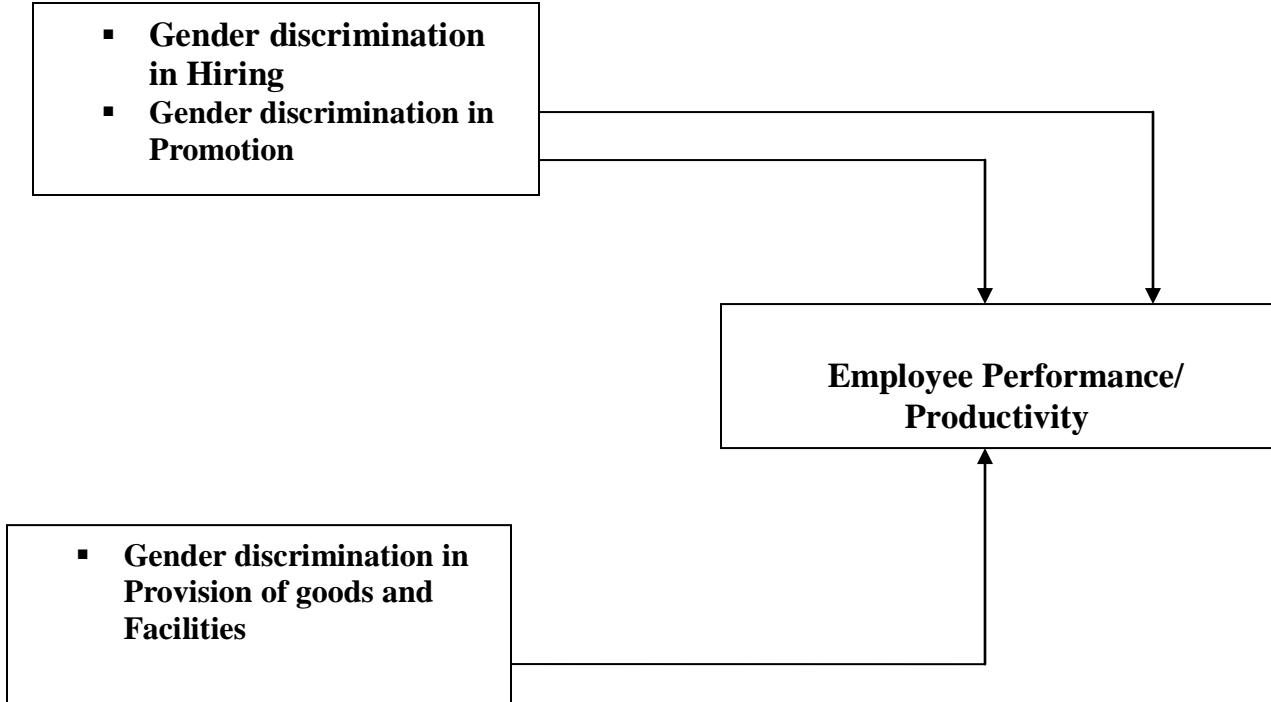


Figure 1: Schematic Diagram for Gender discrimination & Employee Productivity Model

Regression Model

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + E$$

- Y =** Employee Performance/Productivity
- β_0 =** Constant
- X_1 =** Discrimination in Hiring
- X_2 =** Discrimination in Promotion
- X_3 =** Discrimination in provision of goods and facilities
- E =** Standard Error

$\beta_1, \beta_2, \beta_3$ = Coefficients

This study raises different questions and hypothesis after the literature review.

What is gender discrimination and how many dimensions of the gender discrimination? What are the affects of gender discrimination on employee productivity?

Following are the hypothesis:

HYPOTHESIS 1: Gender discrimination is associated with employee productivity.

HYPOTHESIS 1(a)

Gender discrimination in hiring is negatively associated with employee productivity

HYPOTHESIS 1(b)

Gender discrimination in promotion is negatively associated with employee productivity

HYPOTHESIS 1(c)

Gender discrimination in facilities is negatively associated with employee productivity

2. Research Methodology

This section explains the study variables, sample, data distribution method and quantitative tools and techniques employed in determinants of Gender discrimination for finding the affects on Employee productivity/performance.

Purpose of Research

The study objective is to add few factors and dimensions of gender discrimination which are responsible for the effect on employee performance/Productivity. Here the research will present the relationship between gender discrimination and employee productivity in Telecom sector of Pakistan, narrow down to the telecom of telenor and Ufone of Islamabad..

Data set

The primary data is collected from the filled questionnaires of two types of organizations. One is Government (Ufone-telecom) organization, and second is private multinational organization (telenor).

Variable

The study purpose of this research is to find the types of gender discrimination and its affect on productivity of the respondent employee of the organizations. The selection of variables is influenced due to the past studies conducted by the researchers. The analysis applied on the the variables mentioned as above in the schematic diagram, study hypothesis, and consider both types of variables i.e. independents vs. dependent.

Independent variables

Independent variables affect the dependent variables either negatively or positively, it depends the circumstances and vary to vary in different studies. Sex(Gender) discrimination and its dimensions are the independent variable. Gender discrimination is one of the leading social problems all over the world.

Dependent variable

The concerned study variable is known as dependent variable which may be affected/influenced by the other independent variables and can be described the variation of discrimination over the productivity of the organization. Productivity is the major variable (dependent).

Limitations of Research

The major limitations of this research are cost, time and research culture. This research can not be conducted on a broader level due to shortage of funds. Time is another constraint. The research culture does not exist in our Pakistani organizations, especially in telecom sector; employees are not willing to participate and disclose information during the survey.

3. Analyses and Results

The quantitative tools applied to evaluate the data were Pearson's cor'relation and regres'sion analysis by using SPSS. Descriptive analysis has been performed to present an impression of the respondents, how they responded the questions. Cor'relation co-efficient describe the strength of the relationship between the variables. This research has established a linear relationship between productivity and gender discrimination. Regres'sion analysis used to assess the cause & affect relationship b/w the productivity and gender discrimination.

Correlation Analysis

The suitable quantitative tool is applied to evaluate the data is Pea-ersons cor'relation by using SPSS. Pearson's correlation is a reasonable and familiar means of assessing linear association between variables. Pearson Coefficient calculates the level of affiliation between different considered variables. Cor'relation co-efficient describe the strength of the relationship between the variables. This research has established a linear relationship between productivity and gender discrimination The relationship & association has been explained at 95% confidence level. There is a strong relationship exist between the variables at 0.05 or 95% level of confidence. Gender discrimination affect on employee productivity at a 95% confidence level which explained strong association between gender discrimination and employee productivity.

Correlations (Table A)

Pear-son Correlation Sig. (two-tail) Sample 200	Discrimination in hiring	Discrimination in Promotion	Discrimination in facilities	Employee Productivity
Discrimination in hiring	1			
Discrimination in Promotion	-.338*	1		
Discrimination in facilities	-.347*	.000	1	
Employee Productivity	-.234	-.084	-.066	1

*. Correlation is significant at the 0.05 (95%) level (two-tail).

Regression Analysis

Regression analysis explains the variance and causal relationship between independent and dependent variables. “B” lists the regression coefficients (Table B) for the independent variables i.e. Discrimination in hiring, Discrimination in Promotion and Discrimination in facilities at P<0.05 level of significance. These represent the slope and Y-intercept for the regression line. There is one constant in table B that is 1.894 while other regression coefficients represent the slope and Y-intercept -.418, -.204, and -.158 respectively.

Coefficients (Table B)

Model		Un-standardized Co-efficients		Standardized Coefficients	t	Sig.
		B	Stand. Error	Beta		
1	(Constant)	1.894	1.052		2.750	.002
	Discrimination in hiring	-.418	.215	.313	1.942	.003
	Discrimination in Promotion	-.204	.162	-.190	-1.258	.001
	Discrimination in facilities	-.158	.206	-.043	-.281	.004

a. Dependent Variable: Employee Productivity

The Regression analysis clearly depicted and explained that gender discrimination significantly and negatively contributes in employee productivity. This study has used the regression analysis in order to ascertaining the influencing important variable that influence on dependent vairable (Employee productivity). The regression analysis of the used model has dependent variable i.e employee productivity.

Summary of Table C (Model)

Model	R	R Square	Adjusted R Square
1	.794 ^a	.756	.741

Table D (Analysis of Variance)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.927	3	.976	1.450	.000
	Residual	30.949	46	.673		
	Total	33.876	49			

a. Predictors: (Constant), Discrimination in facilities, Discrimination in Promotion, Discrimination in n hiring

b. Dependent Variable: Employee Productivity

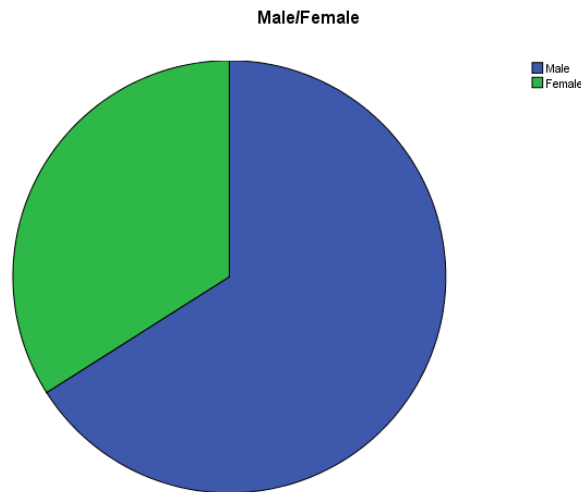
The value of $R^2 = 75.6\%$ and Adjusted R^2 is almost 74.1%. It shows that independent variables bring ample variation in employee productivity i.e. Dependent variable and 24.4 % disparity (difference) is possible due to the other factors/variables. The greater the R value shows the stronger and good relationships.

$$0 \leq R^2 \leq 1.00$$

Analysis of variance table present the F. Value and value F describes overall goodness & significant of the model and variables (Independent) predict the deviation in the dependent variable i.e. employee productivity.

Male/Female

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Male	133	67.0	67.0	67.0
Female	67	33.0	33.0	100.0
Total	200	100.0	100.0	



Frequency table shows that Sixty six percent respondents are male (133/200) while thirty three percent female (67/200). It means most of the respondents are male and working in the organizations of telenor and ufone. Pie chart also represents and indicates the same result of 67:33 ratio out of total 200 respondents

4. Discussion and Conclusion

Employee (male/female) refers to the personnel who executes different functions, duties and responsibilities in order to achieve the organizations/institutes objectives. Organizational productivity and performance affected by employee performance and employee performance affected by gender discrimination. The survey conducted in telecom sector especially ufone and telenor companies’ employees male and female in Islamabad for the research study to find out the relationship and affect on employee productivity. Therefore statistical tools employed correlation and regression analysis and model summary shows the significant relationship between gender discrimination and employee productivity. All hypothesis proved and claimed about significant association and relationship between gender discrimination & employee productivity. Gender differences in hiring, gender biasness in promotion and gender disparity in provision of goods and facilities have negative relationship with productivity.

The human resource managers should be careful while hiring & promotion of the employees and providing facilities to employees in order to avoid any gender discrimination because it has a direct relationship on employee productivity and which will reduce organizational productivity. The human resource managers should provide facilities and provision of goods according to the ratio of men and women. In the mean while promotion of employees on merit and seniority wise. They must accept the importance of female workers and realize the international scenario of women fair representation and quotas in hiring, and facilities in organizations, otherwise they will get defame and bad reputation in corporate sector of the world which will reduce international business cooperation and lose large number of business orders. The decline in number of business orders from all over the world will affect the profitability and survival of the organizations.

Therefore, top management must avoid discriminatory practices in hiring, promotion, and facilities to the employees irrespective of what is his/her gender. Positive and loyal culture will build in the organization which will increase the productivity and profitability of the organization.

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