

Impact of Gender Discrimination on Employee's Job Satisfaction

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ABSTRACT

This study was designed to analyze the pervasiveness of gender discrimination among employees in the banking sector. To determine the impact of gender discrimination on employees' job satisfaction levels, a sample 160 male and female respondents was selected from the bank organizations. A structured and close-ended questionnaire was used as a data collection tool. Chi-square was applied on the data to test the hypothesis using Statistical Package for Social Sciences (SPSS). The results revealed that there was a statistically significant relationship between different dimensions of gender discrimination and job satisfaction level. Gender discrimination in employment was negatively linked with job satisfaction. This implies that, with the increase in gender discrimination at any stage of the job, the job satisfaction level of employees is likely to decrease. It was also concluded that the discriminatory behavior of bosses decreases the job satisfaction level among employees. Therefore, the respondents urged a cooperative and democratic attitude of the boss at workplace. A special focus is needed to spotlight gender discrimination and harness best possible options on managerial level to end gender discrimination.

Keywords: gender, discrimination, workplace, cooperation, job performance

INTRODUCTION

Gender is a socio-cultural and psychological trait related to differences in social status and role between men and women within a particular social perspective. Because we gain 'gender' within a specific society so it is 'achieved status', on another hand 'sex' is a biological component because an individual is born with it (Mill, 2008). The term 'discrimination' is the gain of one-sided benefits by individuals having different characteristics regardless of having the same level of education and advantages (Cohn, 2000). Gender discrimination in the perspective of employment can be defined as providing unequal benefits to a specific group of

individuals as compared to another group of individuals. Inequality in providing benefits to employees can be seen as a result of disadvantages in employment (Wayne, 1995). Job satisfaction can also be defined as an employee's emotional condition towards the job (Gruneberg, 1979). Job satisfaction is how the employee feels about their job, the facts of their job and working situations (Spector, 1997) Motivation is a form of inside energy that compels a person to attain a goal and it is based on the needs of individuals that may be unconscious and conscious (Robbins, 1993). Employees who are satisfied with their jobs are highly motivated and they do better work than others (Ukandu and Ukpere, 2011). Reasons for leaving the job from the previous employer were asked from female employees, they give a variety of reasons including improper management, transport problem, responsibilities, stress, family conflicts, feeling unappreciated, the lack of monetary benefits, bad workplace environment, promotion, salary, medical reasons and the opportunity to learn through training and organization shut down. Generally, women describe those situations where they did not get the appropriate respect that they deserve from external customers, coworkers and bosses (Allen et al., 2006)

The study aims to check the impact of gender discrimination on employees' job satisfaction levels. It is important to analyze the reasons why women left behind men when it approaches promotion into top management and providing equal employment opportunities to women. To increase women's participation in the labour force and improve their performance by providing monetary benefits to enhance the level of job satisfaction and decrease gender discrimination toward women in jobs.

The major objectives of the study include;

- To find the relationship between different dimensions of discrimination and job satisfaction.
- To suggest measures for creating a conducive environment at the workplace.

Hypothesis

H1: There will be a significant relationship between Gender Discrimination in the promotion and the job satisfaction level of employees

H2: There will be a significant relationship between Gender Discrimination in training opportunities and the job satisfaction level of employees.

H3: There will be a significant relationship between Gender Discrimination in providing monetary benefits and the job satisfaction level of employees

Review of literature

Gabriel and Schmitz (2007) recommended that job differences are still present in the labour market between women and men. Industries working class like technicians and operators are male dominant, on the other hand, women are still doing work in service and clerical jobs.

Clerical consider a popular job for females. Males are considered well as technical, professional and managerial and males are dominant in these jobs in most organizations.

Abbas et al. (2011) stated that gender discrimination in the process of recruitment, promotion and inequality in facilities provides harm to the performance of employees as a result it reduces the productivity of the organization.

The ILO's Global Employment Trends (2003) reported that labour force participation of women is lesser and unemployment rates among women are higher. They have gender discrimination in the wage distribution. About 40 percent of women participate in the labour force globally. Men have top management positions while women still have lower managerial positions.

The Pakistan Employment Trend (2013) reported that the Labor force participation rate of men is 81.1 percent and females' Labor force participation is 24.3 percent.

Daniel et al. (2014) stated that gender discrimination influences the performance of employees negatively. Women face discrimination in acquiring upper-level positions like managerial jobs which ultimately influence their performance.

Nick (2012) stated that female employees in lower or middle management face more hurdles to getting a promotion than those female employees in top management in an organization.

Garcia (2005) examined the relationship between training policies and business performance. Results showed that there was a significant positive association between training and the job satisfaction level of employees.

Herzberg (1968) found that organizations should classify rewards into extrinsic and intrinsic rewards. These two rewards are most certainly not straightforwardly identified with job satisfaction level, and because of that, the association is directed by how impartial these rewards are awarded to people. It is contended that in accomplishing quality job performance, extrinsic rewards are less critical than intrinsic rewards as they impact higher-order requirements of people such as work itself. The extrinsic factors might be categorized into two variables, job variables and socio-demographic variables. Socio-demographic variables are gender, age, race, marital status, duration of service, education and skill categories. Job factors elements are promotion, work, salary, coworkers and supervision.

Irfan et al. (2009) concluded that to hire, direct and keep a highly skilled and competent workforce is a requirement of any organization. Hence there is a need to extend the procedure and rules of human resource management that encourage the participation of female employees in the workplace.

METHODOLOGY

The present study was descriptive quantitative research. A quantitative research method based on a survey was chosen to examine the relationship between gender discrimination and the job satisfaction level of employees. A total sample of 160 was taken from male and female employees of public and private bank organizations in the city of Faisalabad. Both techniques

of sampling; probability and non-probability sampling were used for the collection of data. In stratified sampling, the population is divided into two or more strata and then a random sample is drawn from each stratum. In this research, banking organization was divided into two groups public sectors of banks and private sectors of banks and then the sample is drawn randomly from each group by using a convenient sampling method. Job Satisfaction is surveyed Satisfaction scale ($\alpha=0.81$) developed by Nick Foster (1999) and Gender Discrimination in the workforce is surveyed through the close-ended questionnaire designed by the researcher. The collected data were analyzed through Statistical Package for Social Sciences (SPSS). Chi-square analysis was applied on the data to test the hypothesis.

RESULTS AND DISCUSSIONS

In this section, the results of the study are explained. This section consists of the results of testing three hypothesis using chi-square analysis. Job satisfaction remained as the dependent variable.

H₁: There is be a significant relationship between Gender Discrimination in the promotion and the job satisfaction level of employees.

Table 1. Relationship between Gender Discrimination in promotion and job satisfaction level of employees

Gender Discrimination in Promotion	Job Satisfaction Level			Total
	Low	Moderate	High	
Yes	49	15	11	75
	65.3%	20.0%	14.7%	100.0%
No	5	6	35	46
	10.9%	13.0%	76.1%	100.0%
Somewhat	15	13	11	36
	38.5%	33.3%	28.2%	100.0%
Total	69	34	57	160
	43.1%	21.3%	35.6%	100.0%

Chi-square = 55.054 d.f. =4 P-value = .000** Gamma = -0.386

**Significant

Table 1 indicated that the Gamma Values (-0.386) show a negative correlation between gender discrimination in promotion and the job satisfaction level of employees. The chi-square value (55.054) shows a highly significant relationship between Gender Discrimination in the promotion and the Job satisfaction level of employees. Thus, it can be sad that, the hypothesis tested was accepted as the gender discrimination had statistically highly significant association ($P=0.000$) with the job promotion and satisfaction. This implies that by ending the discrimination the job satisfaction can be increased among employees.

H₂: There will be a significant relationship between Gender Discrimination in Training and the job satisfaction level of employees.

Table 2. Relationship between Gender Discrimination in Training and job satisfaction level of employees

Gender Discrimination in Training	Job Satisfaction Level			Total
	Low	Moderate	High	
Yes	41	13	22	76
	53.9%	17.1%	28.9%	100.0%
No	18	9	27	54
	33.3%	16.7%	50.0%	100.0%
Somewhat	10	12	8	30
	33.3%	40.0%	26.7%	100.0%
Total	69	34	57	160
	43.1%	21.3%	35.6%	100.0%

Chi-square = 14.802 d.f. =4 P-value = .005* Gamma = -0.51 *Significant

Table 2 indicates that the Gamma Value (-0.51) shows a negative correlation between Gender Discrimination in training and the job satisfaction level of employees. The chi-square value (14.802) shows a significant relationship between Gender Discrimination in training and the Job satisfaction level of employees. Thus, the hypothesis is accepted ($P < 0.05$). this implies that through the training opportunities for the employees not only gender discrimination can be excluded but also the satisfaction will increase.

H₃: There will be a significant relationship between Gender Discrimination in Monetary Benefits and the job satisfaction level of employees.

Table 3. Relationship between Gender Discrimination in Monetary Benefits and job satisfaction level of employees

Gender Discrimination in Monetary Benefits	Job Satisfaction Level			Total
	Low	Moderate	High	
Yes	43	11	18	72
	59.7%	15.3%	25.0%	100.0%
No	14	13	26	53
	26.4%	24.5%	49.1%	100.0%
Somewhat	12	10	13	35
	34.3%	28.6%	37.1%	100.0%
Total	69	34	57	160
	43.1%	21.3%	35.6%	100.0%

Chi-square = 16.012 d.f. =4 P-value = .003* Gamma = -0.308 *Significant

Table 3 indicates that the Gamma Values (-0.308) had a negative correlation between Gender Discrimination in Monetary Benefits and the job satisfaction level of employees. The chi-square value (16.012) shows a significant relationship between Gender Discrimination in Monetary Benefits and the Job satisfaction level of employees. This can be said that, by the increasing levels of gender discrimination the monetary benefits and job satisfaction among employees are likely to decrease. Therefore, it is indispensable to end the workplace gender discrimination in order to increase the satisfaction level among employee.

Discussions

The first null hypothesis of the present study was that there is a significant relationship between promotion and the job satisfaction level of employees. The result indicates that when there are fewer chances of promotion it will negatively affect the job satisfaction of employees with the finding of Guest and Silla et al. (2005). The constrained opportunities for promotion will prompt to decrease the job satisfaction level. (Latiff Abdullah, 1986). Job satisfaction had a significant negative correlation with promotion opportunities. However, employees were dissatisfied with their low job status, lack of chances for training, fewer opportunities for promotion, and absence of gratitude for good work and providing monetary benefits (Hossain, 2000).

The second null hypothesis of the present study was that there is a significant relationship between training and the job satisfaction level of employees. 'Training and development are considered to be the most common HR practice (Tzafirir, 2006). 'Training and development refer to any effort to improve current or future employees' skills, abilities, and knowledge (Aswathappa, 2008). The present findings are parallel to the findings of Gracia that there was a significant positive association between training and the job satisfaction level of employees (Garcia, 2005). Thang and Buyens (2008) stated that training increased the skills, knowledge, attitude, behaviour and abilities of employees which consequently affect an organization's performance both nonfinancial and financial.

The third null hypothesis of the present study was that there is a significant relationship between monetary benefits and the job satisfaction level of employees. Monetary benefits motivate employees. So it is supposed that better monetary benefits affect the job satisfaction of employees. Factors of motivation such as challenging work, incentives and responsibility should be naturally present in the job it can help to improve the job satisfaction level of employees and their energy to do better work also enhance. As a result, the employee becomes more motivated and hard-working. Motivated employees make it possible for an organization to gain a more satisfactory level of workers. (Bloisi, 2007) The majority of women face hurdles in increasing their monetary advantages: they have no access to commercial credit, and more often low wages are given to females. These hurdles make difference between men and women regarding work experience, increasing women's poverty and maintaining a violent cycle of poverty from one generation to the next. (Buvinić, 1997)

CONCLUSION

The results show a negative correlation between gender discrimination in promotion and the job satisfaction level of employees and a highly significant relationship between Gender Discrimination in the promotion and the Job satisfaction level of employees. The results also indicate a negative correlation between Gender Discrimination in training and the job satisfaction level of employees and a significant relationship between Gender Discrimination in training and the Job satisfaction level of employees. There is also a negative correlation between Gender Discrimination in Monetary Benefits and the job satisfaction level of employees and a significant relationship between Gender Discrimination in Monetary Benefits and the Job satisfaction level of employees. This is recommended that an annual report should be prepared by the organization. In this report they show what is the proportion of male and female employees in their total employment, training was given in which proportion of male and female employees and how many employees was (male /female) promoted. Such reports should be submitted to the ministry of women's development. Where they inspect the data and find whether any gender discrimination has occurred. Senior management positions should be filled by the most talented candidate which might include women. Managers need to be trained so that they are more aware and have a greater understanding of the barriers that can prevent women's advancement, by incorporating performance goals for them to achieve and improve their accountability for this issue. Organizations should encourage workers to be more motivated and committed. This can be achieved by providing monetary benefits to employees for the appreciation of their better performance of employees. The behaviour of bosses, colleagues and the job satisfaction level of employees should be evaluated occasionally to evolve realistic and dynamic approaches for organizational development and improvement.

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