

The Effects of Gender Inequality on Organisational Performance

¹Ajetunmobi, Precious Folasade, ²Faleyeh, Olubunmi
Christianah

³Adeyemo, Foluke Helen

^{1,2}*Business Administration Department, School of Management Science, Bamidele Olumilua University of Education Science and Technology, Ikere-Ekiti.*

³*Accounting Department, School of Management Science Bamidele Olumilua University of Education Science and Technology, Ikere-Ekiti.*

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ABSTRACT: This research deals with the concept of gender inequality on organizational performance and how such discrimination can influence employee performance in commercial banking sector of Ado Ekiti. The independent variable is Gender Inequality specifically recruitment, promotion, compensation and benefits. The sample population was selected using purposive sampling technique.

Primary data was conducted using questionnaires and interviews while secondary data was conducted using several books and journals. Also, the dependent variable is the organizational performances which are the employees in the organization. The research proceeded to utilize both quantitative and qualitative methods to gather its primary data. The research discovered that there is unequal opportunity for growth and advancement for employees.

Therefore, this empirical study provides guideline for managers in deducing inequality practices from the organization, in order to ensure equality amongst employee to increase organization productivity.

Keywords: Gender, Gender Inequality, Organizational Performance

I. INTRODUCTION

Gender inequality turns the employees emotionally down, such employees transform into paranoid and suspicious, fearful and angry individuals. Elimination of Gender Inequality is very important for the satisfaction and motivation, commitment and enthusiasm and less stress of the employees.

Work environment is most time seen as an inhospitable place for women due to different forms of gender disparities available. Women consistently face several obstacles in pursuing their careers, which includes inadequate payment of salaries and limited career development.

Some examples of how workplace inequality negatively affects women's earnings and opportunities are the gender wage gap (e.g., Peterson and Morgan, 1995), the dearth of women in leadership (Eagly and Carli, 2007), and the longer time required for women (vs. men) to advance in their careers (Blau and DeVaro, 2007)

Gender disparities in the workplace have a lot of consequences which will affect not only the individual but the organization at large. Gender inequality leads to low morale and reduction in employee's performance and productivity.

When gender disparities is left unattended to, employees will start to doubt the ethics and regulation of the organization. Having doubts in the organization will diminish their morale which will lead to reduction in performance.

Equal representation of ladies and men to get to openings and authority can offer assistance significant improvement, (Turmaine, 2009). Administrating sexual orientation differences plays a crucial part in an organization's execution.

Workplace gender inequality can carry legal consequence. Organizations found in such action could lead to damage in reputation and customer loss.

To combat gender discrimination in the workplace, organization has to foster an inclusive work environment that is free from inequalities and gender stereotypes. Organizations should develop

clear policies to address gender discrimination. Organization should constantly educate and train employees irrespective of their gender. Gender inequality in management positions of organizations result to strong diversified talent/intellectual capital, creativity and innovation. It also results to effective leadership, corporate social responsibility, corporate governance, smooth communication and greater concern to the workers and the organization communities. While women play a vital role in the performance of an organization as shown in studies by (Curtis, (2012) Badal, (2014). Unfortunately, women do experience a strong gender bias when being evaluated for promotions on both their level of performance as well as their potential impact. While explorative findings continue to challenge the merits of person-centered strategies to facilitate diversity, organizations are proving too slow to respond and senior management still favor person-centered strategies, appearing less inclined to associate gender inequity with organizational culture or work practices.

Men and women are both equal and they both play important role in developing and creating their families.

Cultural beliefs and traditions that are involved in discrimination against women may be discredited but they continued to flourish at the grassroots level.

This study is however provoked by the gap left unfilled by a substantial number of these research works that have been conducted on managerial gender diversity and its significance on the organizational performance. It is against this backdrop that this study will examine gender inequality at the management level and organizational performance in commercial Banks in Ado-Ekiti.

II. LITERATURE REVIEW

Erik et al., (2006) have conducted the research on whether women are discriminated through sticky floor or glass ceiling effects in Sweden. They have found through their research that women in Sweden suffer more from sticky floor effects than glass ceilings. Their study also showed that women with small children face a largest gender penalty in careers. Gender penalty is larger for younger and older women and less for middle aged women. There was no any empirical support in their study that women have lesser career opportunities in the private sector than in public sector, relative to men

Gender

Gender is not just about male or female – Discrimination of gender are established, it cut across all cultures, and change over time. But in all cultures, gender determines power and resources for females and males” (FAO, 2011b).

Gender is a main organizing factor in societies, and it can affect all processes of production, consumption and distribution. In fact, the weight of gender on rural people’s lives and livelihoods is so substantial that “by any indicator of human development, female power and resources are lowest in rural areas of the developing world. Rural women dominate the majority of the world’s poor. Recent improvements in their status, they have the world's lowest levels of schooling and the highest rates of illiteracy. In some rural area it is seen that most women stop their education mostly at Secondary school level and the rest of their life time is to stay at home and start bearing children while their men will conclude their education and work to provide for the family. In all developing regions, female headed rural households are among the poorest of the poor.” (FAO, 2011b) Social and economic inequalities between men and women undermine food security and hold back economic growth and advances in agriculture (FAO, 2011a). In other words, gender discrimination often hinders women to an unequal position in society in comparison to men. The goal of development interventions, legal and institutional strategies is gender equality. This means equal involvement of women and men in decision-making, equal ability to exercise their human rights, equal access to control of resources and the benefits of development, and equal opportunities to good job and in all other areas of their livelihoods. Improving gender equitability and promoting women’s empowerment has been dignified in many international commitments, including the Universal Declaration of Human Rights and the Convention on the Elimination of All Forms of Discrimination against Women. Despite international interventions, gender inequalities continued. One way toward reducing gender inequalities is through the pursuit of gender equity, which means “fairness and impartiality in the treatment of women and men in terms of rights, benefits, duties and opportunities. By creating social relations in which neither of the sexes suffers discrimination, gender equity aims at improving gender relations and gender roles, and achieving gender equality. The essence of equity is not identical treatment - treatment may be equal or different, but should always be considered equivalent in terms of rights, benefits, obligations

and opportunities” (FAO, 2011b). FAO recommends that development must encompass rural women's long-term needs and aspirations, their decision-making power, and their access to and control of critical resources such as land and their own labor (Ibid.). The reason for this is that it is typically women's needs that have been overlooked; hence there is a specific need for their inclusion. However, we should also bear in mind that gender equity must consider both men and women. It is important to remember that women's and men's roles are a result of negotiations and relations between them.

Gender Inequality

The gender gap in employment is broad and constant, the index report says, with the full-time same employment rate of 40% for women and 56% for men. Income gaps have narrowed, but the average women still earn 20% less than men, and the average masks huge disparities across the Country. (Boffey, 2017:6).

Gender inequality ascertains that men and women are not the same and that gender inequality has impact on an individual's lived experience. These differences arise from imperfections. Every country has its own experience of Gender inequality.

Gender inequality means that men and women do not receive the same treatments, which include the rights of democratic activities and equal pay. They also do not have the same opportunities and enjoy their rights in all aspects of their life. One of the main causes of gender discrimination is the lack of sensitization amongst women about their rights and ability to achieve equal treatment.

Gender inequality should be attained by promoting gender equality, by doing this, organization would benefit from it. For instance, people will feel satisfied when they are treated the same way and with love by their employer. As a result, their job satisfaction can be increased and they are also encouraged to work hard, achieve effectiveness and make performance (Drew, 2002; Atewologun and Singh, 2010). Gender equality would promote productivity. As a result, organization will not obtain substantial profit from it (Mahlick and Thaver, 2010). Gender equality increases productivity and profit in the organization because they are accorded equally and their morale is high.

Organizations do not promote gender equality within the workplace. It reduces the numbers of female on higher position within the organization. It should be noticed that even though flexible working will motivate women to take a

job, flexible jobs are usually not making women earn high and reduces the chances of promotion. Thus, it caused other imbalances involving wages and career development in organizations (Gardiner and Tomlinson, 2009). Besides these, there are still some problems hindering organizations to achieve gender equality. It is well known that legislation acts as a powerful method among external pressures for equality, like anti-discrimination legislation which involves age, gender, race and religion issues. Nevertheless, a great number of legislations fail to ensure equality was perfectly implemented in organizations (Williams et al, 2010).

Organizational Structure

This structure deals with different features within the organization, such as; age, race, background, work location, organizational structure, part time or full time, organizational climate or culture and status,. Hiring the best and qualifies individual and creating a happy and safe place to foster great financial success. This view suggests that discrimination when properly managed will have positive impact on work productivity since such groups will have a wide array of perspective, skills, and information. Educational background, functional and industrial experience are part of the competencies that one adopts when undertaking a task. The ability to brilliantly discuss and execute task related content issues grounded in a different set of perspectives can enhance performance.

Factors Contributing to High rate of Inequality within the Workplace

Griffin & Van Fleet (2014) outlined two factors;

Composition of the Labor Force: The composition of the labor force is becoming more and more diverse. Organizations are recognizing that by employing a different employee, they promote the most brilliant and vast people available which will improve the overall quality of their workforce and increase effectiveness. By spreading a wider net in recruiting and looking beyond the traditional sources for new employees, organizations are discovering more and better employees from different sectors of the society.

Government Legislation and Judicial Regulations: Government proposed law and judicial decisions have mandated a lot of organizations to expand its recruitment strategy and hire more widely. Unlike before where organizations were allowed to hire as they want, it

is very hard for you to see women in an office job not to talk of amongst executive. There were issues of untrue believe and unfavorable prepossession that resulted in discrimination against women and men. Today, organizations by rules and law must employ people based on their qualifications.

Ways to advance gender equality in the workplace

In the workplace today, it is compulsory to promote gender equality. Gender equality means everyone should be treated equally and right, no matter their gender. Gender equality is about inclusiveness, respect and creating a safe place for employees. In recent years, there are still lots of barriers to tackle. Gender inequality often creates barriers for women. These barriers can create lack of access to a lot of opportunities which will hinder their progress.

For these challenges to be tackled, organization needs to seriously put in place serious regulations guiding against gender inequality across board. Creating and ensuring equal opportunities for both genders irrespective of their race, background and status. These are few ways through which organizations can achieve gender equality:

Equal Pay

Ensuring equal pay is important for advancing gender equality in the organization. Equal pay is an essential component to consider in a workplace. Pay should be based on job roles, and a strict policy must be implemented to conduct regular pay audits to rectify any gender pay gaps. Transparency about pay is important to foster trust and accountability in the organization. Equal access to opportunities i.e. training, mentorship and opportunities should be provided irrespective of their gender. Employees should salaries and bonuses should be paid based on their performance.

Creating an inclusive and supportive atmosphere

To sustain gender equality, organizations needs to tackle gender disparities. This can be done by actively involving women and men in decision processes, this will male employee bring their best selves to work and increases productivity and effectiveness.

Hiring Process

Creating an inclusive hiring process is very important in promoting gender equality in the organization. This can be achieved by organizing equality training to HR managers and being open

about salary details. With this, companies will attract different talents and will also help in employee retention.

Prioritizing flexible working hours

Every organization should be able to prioritize flexible working hour for employee. This plays a big role in improving gender equality. By offering maternal and paternal leave option. By this, organization shows commitment to uphold a healthy balance between work and personal life. Flexible working hours will empower women and non-binary employees to manage their profession effectively.

III. RESEARCH METHODOLOGY

This section outlines the method of how the study is carried out. This involves the whole of the research, sample of the study, Data and Sources of Data, study's variables and analytical framework. The details are as follows;

3.1 Population and Sample

The population of the study consists of all the employees in all commercial banks in Ado Ekiti. The whole population consists of 1200 employees.

The sample population was selected using purposive sampling technique. The population of workers in all Banks in Ado Ekiti was used as the sample frame. The study population involved a population of 900 employees, whereby a sample size of 105 employees was selected. Respondents were drawn from four departments; customer service, accounting, Human resource and marketing departments.

Data collection method

In this research, primary data was conducted using questionnaires and interviews while secondary data was conducted using several books and journals.

Data analyses techniques

The data accumulated from the fieldwork was investigated utilizing both quantitative and subjective data examination procedures. The quantitative data was edited and went into Statistical Package for Social Sciences (SPSS) programming. Clear research of the quantitative data was carried out through figuring of mean scores and standard deviation, extents. Frequency conveyance tables and cross organizations. Relapse examination was utilized to break down connections on factors. The qualitative interviews

were transcribed and its content analyzed. This offered help to the quantitative data.

IV. RESULTS AND DISCUSSION

Analyzing of Gender Inequality on Organization Performance

Gender inequality in workplace was examined through Independent-samples t-test. Two

variables are used for this test, one categorical and other continuous. For this research categorical variable used is Sex (with male coded as 1 and female coded as 2) and continuous variable used is 'inequality in work force', which is the total score that participants recorded on 8 item gender inequality scale.

Table I: Group Statistics for Gender Inequality (GI) in Workforce

	Sex	N	Mean	StdDeviation	Std. Error Mean
inequality in Workforce	Male	153	19.6797	4.41536	.35696
	Female	165	23.1030	4.70680	.36642

Table II: Independent Samples Test for GI in Workforce

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	T	Df	Sig. (2-tailed)	Mean difference	Std. Error difference	95% confidence Interval of the difference	
								Upper		Lower
Inequality in Workforce	Equal Variances assumed	0.624	.430	-6.676	316	.000	-3.42329	.51279	-4.43221	-2.41437
	Equal Variances not assumed			-6.692	315.9	.000	-3.42329	.51155	-4.42977	-2.41681

Table I provides the mean and standard deviation for males and females. N shows the number of males and females, here the number of males and females is 153 and 165 respectively.

In table II, the significant level for Levene's test is .430, which is more than the cut-off of .05. This means that the assumption of equal variance has not been violated, therefore we will use the t-value provided in the equal variance assumed line. As the assumption of equal variance has not been violated, therefore we choose the value of Sig (2-tailed) as provided in the equal variance assumed line. As the value of Sig (2-tailed) is less than .05(.000), there is a significant difference in the mean scores on gender inequality for males and females.

An independent-sample test was conducted to compare the Gender inequality scores for Males

and Females. There was significant difference in scores for males (M= 19.679, SD= 4.415) and females (M=23.103, SD= 4.706); P=.000 (two-tailed). Hence females are discriminated more than males in work force.

Impact of Gender Inequality (GI) on Motivation & Satisfaction (M&S)

Here, we evaluate the relationship between the gender discrimination at work place and motivation and satisfaction. Two variables are needed for this analysis, which are:

Gender Inequality at work place,
 Motivation and Satisfaction

Table III: Correlation between GI and M&S

		GI	S&M
GI	Pearson Correlation	1	-.315**
	Sig. (2-tailed)		.000
	N	524	523
pS&M	Pearson Correlation	-.315**	1
	Sig. (2-tailed)	.000	
	N	523	525

Interpretation: The relationship between gender inequality, motivation and Job satisfaction was investigated using Pearson product-moment correlation coefficient. Preliminary analyses were used to ensure no violation of the assumption of normality. There was a minimal negative correlation between the two variables, $r = -.315$, $n = 523$, $p < .05$.

Impact of Gender Inequality on Enthusiasm and Commitment

Here we assess the relationship between the gender inequality at work force enthusiasm and commitment. Two continuous variables used here are:

Gender Inequality at work force, Enthusiasm and Commitment

Table IV: Correlation between GI and E&C

		GI	C&E
GI	Pearson Correlation	1	-.319**
	Sig. (2-tailed)		.000
	N	524	521
C&E	Pearson Correlation	-.319**	1
	Sig. (2-tailed)	.000	
	N	521	523
** . Correlation is significant at the 0.01 level (2-tailed).			

Interpretation: The relationship between gender discrimination Enthusiasm and Commitment was investigated using Pearson product-moment correlation coefficient. Preliminary analyses were used to ensure no violation of the assumption of normality. There was a minimal negative correlation between the two variables, $r = -.319$, $n = 521$, $p < .05$.

Influence of S&M, C&E and SL on Gender Discrimination

Multiple Regressions technique is used to answer the questions of how much variance in dependent variable can be explained by independent variables and what is the relative contribution of each independent variable to the dependent variable. Variables needed are:

One continuous variable (Gender Discrimination);
 and Three continuous independent variables

(Satisfaction & Motivation, Commitment &
 Enthusiasm and Stress Level)

Table VIII: Model summary for multiple regression

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	.395	.156	.151		4.59180
a. Predictors: (Constant), TStrsLvl, TSatMot, TComEnth					
b. Dependent Variable: Total discrimination					

Table IX: ANOVA for multiple regression

Model		Sum of Square	df	Mean Square	F	Sig.
1	Regression	1931.652	3	643.884	30.538	.000
	Residual	10457.986	496	21.058		
	Total	12389.638	499			
a. Predictors: (Constant), TStrsLvl, TSatMot, TComEnth						
b. Dependent Variable: Total discrimination						

Table X: Coefficients for multiple regression

Mode	L	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	95% Confidence Interval for B		Correlation	Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound		Zero-Order	Tolerance
	(Constant)	29.019	2.035		14.260	.000	25.021	33.017			
	TSatMot	-.190	.047	-.203	-4.066	.000	-.282	-.098	-.332	.681	1.468
	TComEnth	-.236	.071	-.171	-3.323	.001	-.375	-.096	-.330	.643	1.555

TStrsLv 1	.102	.034	.132	3.013	.003	.036	.169	.241	.880	1.13 6
a. Dependent Variable: Total discrimination										

Evaluating the model

The R Square value in table VIII tells how much of variance in the dependent variable (Gender Inequality) is explained by the model (including the variables of Satisfaction & Motivation, Commitment & Enthusiasm and Stress level). In this study the value is .156, expressed as percentage it is 15.6 percent. This means that the model explains 15.6 percentage of the variance in gender Inequality.

Evaluating each of the independent variables

Table X lets us know that which of the variables included on the model added to the prediction of the dependent variable. As we are interested in differentiating the addition of each independent variable, therefore we will use the Beta values under the heading standardized coefficients. We look at the largest value (avoiding any negative sign). In this study, the largest beta co-efficient is -.203 which is for total satisfaction and Motivation. This means that this variable makes the strongest unique contribution to explaining the dependent variable, when the variance explained by all other variables in the model is controlled for. The beta value for commitment and enthusiasm is -.171, indicating a lesser addition to explaining the dependent variable. Stress level made the lowest contribution (b = .132) to explaining the dependent variable.

Next step is to check whether this value is making a statistically significant unique contribution to the equation. For this we check the significant value. The significant value for satisfaction and motivation, commitment and enthusiasm and stress level is .000, .001 and .003 respectively, which means that all of them are making a significant unique contribution to the prediction of the dependent variable.

The part correlation co-efficient, when squared, indicates the contribution of a variable to the total R squares. In other words, it tells how much of the total variance in the dependent variable is uniquely explained by that variable and how much R square would drop if it was not included in that model. In this research, satisfaction and motivation has part correlation coefficient of -.168, if we square this we will get .028, indicating that this variable uniquely explains 2.8 percent of the variance in the total gender inequality.

For commitment and enthusiasm, value is -.137; when squared we get .018. This indicates a unique contribution of 1.8 percent of the variance in the total gender inequality. The part correlation co-efficient for stress level is .124, when squared it becomes .015; indicating 1.5 percent unique contribution to the explanation of variance in gender inequality. We can interpret the results as: This model, which includes satisfaction and motivation, commitment and enthusiasm and stress level, explains 15.6 percent of variance in total gender discrimination. Of these three variables, satisfaction and motivation makes the largest statistically significant (p=.000) unique contribution (beta = 2.8 percent); commitment and enthusiasm makes the second largest statistically significant (p=.001) unique contribution (beta = 1.8 percent); stress level makes the lowest statistically significant (p=.003) unique contribution (beta = 1.5 percent).

From the above conclusions a model is constructed as:

$$G.I = a + b_1MS + b_2EC + b_3SL$$

In this model:

GI = Gender Inequality

MS = Motivation and Satisfaction

EC = Enthusiasm and Commitment

SL = Stress Level

Where GI represents the Gender Inequality as figured out by the equation (computed through R square). 'a' denotes the Gender Inequality, when all the other three explanatory variables have a value of zero simultaneously. 'b1' represents the change in Gender Inequality associated with a unit change in SM variable, when the other variables are held constant. 'b2' represents the change in Gender Inequality associated with a unit change in CE variable, when the other variables are held constant. 'b3' represents the change in Gender Inequality associated with a unit change in SL variable, when the other variables are held constant.

V. CONCLUSION

Men and women are discriminated in several place of work and at several levels in the organizational sector, with women having lesser jobs and at lower levels. In recent time, it is believed that women are meant for the house not

pursuing their careers. Most organization does not provide an inclusive environment for worker. This brought down their trust and morale in the organization which has more negative effect on the organization. This results to unequal opportunities for men and women and an associated wage differences. The perception of pregnancy, child birth and family responsibilities and lack of career advancement are for the women in the organization bring about less motivation.

Some organizational workers appear to be involved in work-family conflict, without a range of family-friendly policies to mitigate it. There are:

- No flexible work hour most especially pregnant and breast feeding mothers and father to be able to give assistant to their pregnant or breastfeeding wives
- No official maternal or paternal leave
- Limited days provided for male employees for paternity leave.

Managers and HR managers at all level have a positive understanding that affirmative action provides the means to equalize opportunities and to increase access for women to better jobs in the organizational sector.

Nigeria's policy and legal framework has not been in operation in districts and organizational facilities but could equalize opportunity and promote greater gender equality in organizational sector workplaces. Organizational leaders and managers would benefit from adequate sensitization and training in areas such as equal opportunity and gender equality in workplace.

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