

Analysis of Gender Discriminatory Practices on Employee Motivation at Workplace: An Explanatory Study

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Abstract

This paper zooms in on the relationship between employee motivation and gender discrimination. In order to analyze this impact, correlation and regression analysis was carried out. Data collection was done from three midsize organizations in Karachi. The data is collected using questionnaire and the responses from 205 employees of three mid size organizations of Karachi.

Findings of the study suggest that gender discrimination has strong effect on employee motivation, further four factors considered separately for male and female employee. Study has concluded that Salary discrimination is the most concern of male and career advancement is the top most concern of female employee which on discrimination impacts their work badly.

This paper partakes in knowledge development and is indeed beneficial for companies that are growing by ensuring the practice of Gender equality through the factors identified in this particular research. These findings will also serve as a benchmark in developing the companies' fair and practical policies in order to run the organization successfully. However, the research is limited in its scope because the respondents only belonged to one particular area of Karachi. The aforementioned limitation might lead to variation in results if the study is conducted on a broader scale encompassing a greater geographical horizon.

Keywords: Gender Discrimination, Employee Motivation, Improvisations

1. Introduction

Discrimination poses a great deal of challenge to Human Resources (HR) practices in the work place. Although there has been improvement, gender discrimination is still deep rooted and employees, in modern workplace, are still its victim. Wayne (1995) made it intelligible that "Managing Diversity" requires the organizations to form a diverse workforce such that there exist equity for the employees to perform to their maximum potential. He also stressed that Managing diversity is essential in order to put an end to discrimination and hence, allow the workforce to compete in just and equitable environment.

Researchers have stressed enough upon the biasness faced by minority groups and the major reason triggering the discrimination but research on the impact of perceived discrimination is close to non-existent. This makes it crystal clear that researchers and psychologists need to divert their intention to this ignored aspect of discrimination.

Most popular terms being used to explain the promotion gaps between the genders is glass ceiling. (Phelps, 1972; Madden, 1985; Kahn and Crosby, 1985; Drazin and Auster, 1987; Reskin and Kalleberg, 1995; Gutek et al., 1996)

Tesfaye (2005) have conducted the research on "The Effect of Discrimination on Performance and Job Satisfaction". Tesfaye stressed that dissatisfaction should not be ignored as it has considerable impact on employee performance and productivity. Research reveals that discrimination is prevailing especially when it comes to salary package. In the context of Karachi we see organizations have both male and female working so there is a need for analyzing impacts of gender discrimination on employee motivation and how can it be best channelized so that organization remain transparent in policies and eventually be able to retain competent workforce.

This study aims at critical evaluation of impacts of gender discrimination on employee motivation in the context of Karachi for three midsized organizations. The study parameter is set based on explicit features extracted from this paper's initial literature review. The study not only aims at vindicating the link between motivation and performance, but it widens this connection by exhibiting strong and pragmatically significant relationship.

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1.1 Explanation of Key Concepts

1. Gender Discrimination at workplace:

It is the bias attitude and categorical marginalization of employees on the basis of their gender orientation.

2. **Employee Motivation:** It is the level of determination, commitment and energy level that employees exhibit while performing their duties.

1.2 Organization of the Paper

After the introduction, the conceptualization was done on the pretext of literature underpinning the discrimination factors which adversely impact employee motivation level and eventually become the factor of working lapse. Next part involved forming research hypotheses and questions leading to findings pertinent to the impact of gender discrimination on employee motivation. Four factors were considered for checking gender discrimination impact. These four factors are behavioral discrimination, training discrimination, salary and career advancement discrimination. This research aims to ensure the practice of gender equality by the factors identified in this particular research. These findings will also serve as a benchmark in developing the companies' fair and practical policies in order to run the organization successfully.

2. Literature Review and Hypothetical Framework

Based on the study at different span of time, it has been identified that there are plethora of reasons rendering Gender Discrimination. Monthly increase in the income of male and female is discriminated, salary scale in labor market, the major reason is male are enjoying high grade salary because of some additional skills than female and that all is due to less education of females, this eventually impact their career development and promotions, females get less motivation not because of salary factor, but because of career development (Gender Earning Inequality and Discrimination, 2004-2005).

Lack of equal employment causes a great sense of de-motivation, females face intense discrimination in the labor market than male. Moreover, the discriminatory practices are profound in public sector relative to private sectors in terms of behavior and training. Popular occupation for females are nurse or teacher, and are mostly deprived of senior level position which is enough reason to pay them less than men despite them having the same level of education (Channar, 2010). Gender Discrimination wreaks havoc at workplace, which necessitates formulation of some strategies, policies and law to avoid gender discrimination at workplace (Contance et al., 2011).

Akpinar (2012) states that females are not being given equal opportunity to work rather they are forced to stay at home. Women have equal right with men to have better standard of living, however, for that they need to be equally educated. Families should encourage them to take initiatives and motivate them in decision-making process. Females are comparatively more focused, hardworking, responsible and loyal towards their assigned jobs (Anwar A., 2011). Females are earning less than males with the same qualification, this difference is due to biases against females during promotions. Most women are not acknowledged by most leaders as a valuable as men in management. Gender inequality in higher education is also associated with fusing family responsibilities and professional (Okpara et al., 2005).

5.1.1 Effect of Organizational Discriminatory Behavioral Practices on Employees Motivation

Punctuality, behavior, timely delivery of tasks, and adherence to organizational policies are all taken as disciplinary practices. The basis of gender discrimination is laid on the factors like race, age, gender, and seniority are considered as the independent variables to gauge their impact on motivation level of the employees at workplace. The study brought to light that the discriminatory practices on disciplinary grounds have significant yet inverse relationship between employee motivation & the dimensions under consideration. Thus it was established that discriminatory practices on disciplinary grounds have a high impact on employee motivation level (Othman Z., 2000).

H1: Organizational Discriminatory Behavioral Practices has significant impact on Employees Motivation

5.1.2 Effect of Organizational Discriminatory Training Practices on Employees Motivation

Significant study by Othman, Z., & Othman, N. (2015) states that women are being discriminated in several HR practices and equal developmental opportunities are not being provided. Hutchings (2000) states that women do not represent as managers as compare to their counter parts in Thailand. Discrimination against women exist in training opportunities, organizational policies and their underrepresentation at managerial levels' et al (2003) states that almost 75 percent women think that gender discrimination is the biggest hurdle in getting success in their careers. The study also discussed that women in properly trained through formal and in formal training thereby not able to compete their counter parts successfully. According to Cai and Kleiner (1999), management is considered as male's occupation, therefore, it is difficult to move up for the women on career ladder due to the perception about women managers that they are not as successful as male managers. In another study Orser and Leck (2009) shows a lot of discrepancies about the number of women at high level management.

H2: Organizational Discriminatory Training Practice has significant impact on Employees Motivation

5.1.3 Effect of Organizational Discriminatory Salary Practices on Employees Motivation

Grey-Bowen, J. E., & McFarlane, D. A. (2010) maintained that Gender-based pay differences remains a pressing issue for female-intensive professions. It was also observed that male-intensive professions pay more in salaries than female-dominated jobs requiring similar skills.

Another research was conducted and research findings are using computer at work is associated with high pay (Stangor, C., Swim, J. K., Sechrist, G. B., Decoster, J., Van Allen, K. L., & Ottenbreit, A. (2003) is one of the contributing factors in wage difference between male and female. Stangor.C etal (2003) found that male are getting much pay than females and are getting high returns of their high education. Study basically unfolds the complimentary benefits taken by male from their education is enough to create a wage difference between male and female those who are computer literate and the one who are not.

Further the research held computer literacy as one of the important factor which is creating salary gap , initially male are offered a good salary package than females, eventually wage difference has a great impact and is not reducing at all.

H3: Salary Discrimination has a significant impact on employee motivation

5.1.4 Effect of Organizational Discriminatory Career Advancement Practices on Employees Motivation

The chances of women being promoted to senior management were significantly lesser than that of their male counterparts Women usually face issues while getting promoted to higher levels even though they meet performance standards while fulfilling their family's responsibilities (LaPierre, T. A. and Zimmerman, M. K., 2012). Reward and recruitment practices often aim at advancement of males over females with underscored pretext of organizational practices and culture (Reskin and McBrier, 2000).

H4: Organizational Discriminatory Career Advancement Practice has significant impact on Employees Motivation

2. Research Methodology

The study not only aims at vindicating the link between motivation and performance, but it widens this connection by exhibiting strong and pragmatically significant relationship. The findings underscores the importance for employers to considers all the aspects of employee motivation to encourage and sustain high performance levels.

This study adopted convenient sampling. Data will be primary in nature and data collection instrument is questionnaire which included structured questions. Research is explanatory in nature as focus is on cause and effect relationship between impacts of gender discrimination on employee motivation. In addition to it, research also explained these independent variables salary, behavior, promotion and training practice gender discrimination the most, lastly research end up with the suggestions to practice gender equality in the organizations.

Research population for this study is from 1st line manager of three mid size organizations, National Foods, Global Seafood and Engro Foods, they are approx 436 in number. Sample size is 204

questionnaires and data is collected from National Foods limited, Global Seafood Marketing and Engro Foods. Social lab is first line managers of these organizations. Total 436 first line managers ,therefore, the sample size is 204, Questionnaire was circulated to the respondents response turned out to be 151 responses as remaining questionnaires were not completely filled, therefore, could not be used. Response rate is 73.6%.

3. Data Analyses and Findings

The researcher employed inferential statistical techniques to find the relationships between the variables under study. The study used simple regression analysis to find the relation between variables.

3.1 Regression analysis

Analysis - Male

Table 1: Model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
	Gender = Male (Selected)			
1	.589 ^a	.347	.314	.62804
a. Predictors: (Constant), Train, Sal, Beh, Car				

Table 2: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.315	.351		.899	.371
	Beh	.232	.101	.228	2.291	.025
	Car	.388	.133	.306	2.926	.004
	Sal	.432	.102	.394	4.221	.000
	Train	-.207	.109	-.184	-1.901	.061
a. Dependent Variable: Mot						
b. Selecting only cases for which Gender = Male						

The P-value of f-statistic is equal to 0.000 which is less than 0.05 suggesting that at least one variable is linearly related to the response variable which is employee motivation. There is enough evidence hinting at the fact that there exists a linear relationship between the independent and dependent variable. The R-squared value is $16.542/47.702 = 0.347$ which suggests that 34.7% of the variability in "Employee Motivation" variable is explained by the independent variables. The coefficients table yielded very significant results. The researcher will break down each element of the table to gauge the significance of the variables. The Behavior(.232) is statistically significantly different from 0 with the p-value equal to 0.025 which is less than 0.05. The Career advancement (.388) is statistically significantly different from 0 with the p-value equal to 0.004 which is less than 0.05. The salary (.432) is statistically significantly different from 0 with the p-value equal to 0.000 which is less than 0.05. The Training (-.207) is statistically insignificant as the p-value is equal to 0.061 which is greater than 0.05 which means that beta value for training is equal to zero.

Y=Employee Motivation, X₁= Behavior , X₂=Career Advancement , X₃=Salary

$$Y = .315 + (.232)X_1 + (.388)X_2 + (.432)X_3$$

Where X₁=Behavior, X₂=Career , X₃=Salary

As all the coefficients are positive, it implies that an increase in any one of the independent variables, the value of dependent variables will increase.

Analysis- Female

Table:3:Model Summary

	R	R Square	Adjusted R Square	Std. Error of the Estimate
	Gender = Female (Selected)			
	.712 ^a	.507	.475	.39102

a. Predictors: (Constant), Train, Car, Beh, Sal

Table 4: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.310	.389		.798	.428
Beh	.224	.111	.215	2.015	.048
Car	.470	.128	.419	3.668	.001
Sal	.318	.109	.328	2.904	.005
Train	-.133	.095	-.130	-1.409	.164

a. Dependent Variable: Mot, Gender = Female

The P-value of f-statistic is equal to 0.000 which is less than 0.05 suggesting that at least one variable is linearly related to the response variable which is employee motivation. There is enough evidence hinting at the fact that there exists a linear relationship between the independent and dependent variable. The R-squared value is 0.507 which suggests that 50.7% of the variability in "Employee Motivation" variable is explained by the independent variables. The coefficients table yielded very significant results. The researcher will break down each element of the table to gauge the significance of the variables. The Behavior(.224) is statistically significantly different from 0 with the p-value equal to 0.048 which is less than 0.05. The Career advancement (.470) is statistically significantly different from 0 with the p-value equal to 0.001 which is less than 0.05. The salary (.318) is statistically significantly different from 0 with the p-value equal to 0.005 which is less than 0.05. The Training (-.133) is statistically insignificant as the p-value is equal to 0.164 which is greater than 0.05 which means that beta value for training is equal to zero.

Y=Employee Motivation, X_1 = Behavior , X_2 =Career Advancement , X_3 =Salary

$Y = .310 + (.224)X_1 + (.470)X_2 + (.318)X_3$ Where X_1 =Behavior, X_2 =Career ,

X_3 =Salary

As all the coefficients are positive, it implies that an increase in any one of the independent variables, the value of dependent variables will increase.

Thereby, it is concluded that H1,H3 and H4 are accepted and H2 is nor accepted for both the genders.

4. Discussion & Conclusion

This study is aimed to critically evaluate the impact of gender discrimination on employee motivation in the context of Karachi for three mid-sized organizations. The study parameter was being designed on the basis of revealing characteristics determined from my initial literature review, in addition to it the aim was to highlight HR functions where gender discrimination is prevailing the most. The results has to point out the need for employers to consider all aspects of motivation in their efforts to keep employees' performance high

The research boils down that Gender Discrimination exist within the organization and become one of the factor of de motivation for employees, the objective was "to melt down discrimination from salary , behavior and training and to identify which HR function observing the gender discrimination the most, where

salary, training and career advancement were taken as independent variables ,result reveals the Salary factor as most significant one and then career advancement, Gender Equality indeed improve the work environment where employee feel satisfied and become more productive, thus, organizations should take this problem into consideration and value each and every employee as investment not a cost.

After going through extensive research, it is being recommended that organizations should develop culture of discussion and one on one meeting with the employee on at least monthly or interim basis so that organization can know what employee want and equally employee would understand the employer's expectations, this leads to employee motivation and will reduce turnover rate of employee as a result, this way it can be win win situation .

The main aim of this study is to analyze the gender based discriminatory practices of HR in the selected organizations. The study yielded a very interesting observation where the factors which impact employee motivation came out to be same for both males and females. This holds an importance for HR practitioners as they may aim to minimize gender discrimination in their respective organizations which bred discriminatory notions. These factors were Behavior, Career Advancement Prospects and Salary differences in males and females. Although, the impact was also gauged for training opportunities but it didn't turn out to be significant. This implies that when aiming at filtering the discriminatory sentiment amongst both the genders, HR professionals must seek to minimize discrimination along these parameters.

The research also lays the ground work for future researchers to explore other factors which can garner gender equality. The research also suggests that onus of mitigating discrimination lies on the shoulders of HR professionals and should inculcate the culture which embeds equality with respect to behavior, salary packages and career advancement opportunities. Policies should be based on merit, regardless of the gender of the employee which will help develop equal and equitable environment at the workplace.

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