
“An Empirical Study on Gender Discrimination & Employee Satisfaction”

Chitra Bajpai *

Asst. Prof. Amity International Business School,
Amity University , Noida

ABSTRACT

Gender inequality is a fact which is discussed a lot in the today's corporate world. The research paper has an objective to understand the various aspects of gender inequality in reference to the present scenario. The second objective is to find out the employees perception about the existence of the gender discrimination in various practices of organization. The third objective is to find out the employees perception across various industries about the practices of gender discrimination. The fourth objective is to find out whether the gender discrimination effects the employee satisfaction at the workplace. The fifth objective is to find out the relationship between the gender discrimination and employee satisfaction. The last but not the least objective is to find out solutions of the gender biasness in today s scenario. In this study, the researchers studied employee's overall perception towards the gender inequality ant the employee satisfaction and it is analyzed using Pearson correlation test in the selected sample of employees across various industries like Academics, Hospitality, Banking, Information Technology and others in NCR Region.

Key words: -Gender Inequality, Corporate world, Gender Biasness, Gender dispassionate, Gender responsive.

- 1. INTRODUCTION** - Gender inequality is a fact which is discussed a lot in the today's corporate world. This is also been observed that generally male and female are equal qualified academically and professionally. However while recruiting the female certain questions are been kept by the recruiter in the mind that whether the females would be able to stay after office hours for the work related activities? If required, are they ready to take the challenging jobs which require extensive travelling? How many children's do they have? Do they have enough support system at home?

2. LITERATURE REVIEW-

The much conversation is been done among the global fraternity to ensure the gender equality to bring remarkable change in the area of corporates working .As per. (Wilson, 2003)the much conversation is done to how to address the gender inequality between men and women.Supportive continuous training, effective leadership, education for managers, vigilance for structure, communication strategies, outcomes and processes are inevitable ingredients to address the grave challenges of inequality present between men and women. (Wilson, 2003).

Today the managers are more involved in the practices like direct communications, selection, appraisal, target setting, training and development and motivation. (Kramer, 2004).All the reports since past ensures that the Nordic countries are the best place for gender equality but one of the researches as Anderssonet. al. (2004) they find the regular son preference in Finland, while in the other Nordic countries they report a daughter preference since mid-1980s.

Gender discrimination is understood as hurdle towards the development process and it is found as a causal factor of violence against women. (JannatulFerdaush, K. M. Mustafizur Rahman, 2011).It also importance the civil rights, legal rights of women, reproductive roles and rights, impact of cultural factors on gender relations and barriers on advancement of women (World Bank, 2012).It is very much seen in the status of women has changed a little , in particular they have achieved a little gain in economic wellbeing due to traditional social structure (ShahnajParveen, 2008; Tamale, S. ,2004).

There are several studies specifies that there are clear cut relationship in the growth of GDP and female participation as a workforce . Bryant et al. (2004) analyzes the effects on GDP of increasing female participation in New Zealand to the average of the top 5 OECD countries.

One of the famous educations supporting the women in the top Management Catalyst (2004) has done a study study ranked the Fortune 500 companies in terms of highest representation of women on their top management teams and compared the financial performance (in terms of return on equity and total return to shareholders) of companies in the top quartile to companies in the lowest quartile. The results showed that the companies in the top quartile achieved significantly better financial results than those in the lowest quartile.

So it is identified that the interest in the business case for recruiting, developing and advancing women has been growing (e.g.; Smith et al, 2006; MacKinsey 2007; Campbell and Mínguez-Vera, 2008; Terjesen et al., 2009; Srinidhi, 2011)

3. OBJECTIVES-

The various objectives of this study are given below:

- To find out the employees perception about the practices of gender discrimination.

- To find out the employees perception across various industries about the practices of gender discrimination.
- To find out whether the gender discrimination effects the employee satisfaction at the workplace.
- To find out the relationship between the gender discrimination and employee satisfaction.

4. HYPOTHESIS-

- The overall perception of the individual towards the practices existing which reflects gender inequality is insignificant.
- The overall perception of the individual across various industries towards the practices existing which reflects gender inequality is insignificant.
- The overall perception of the individual towards the practices existing which reflects employee satisfaction is insignificant.
- The perception of employees towards the relationship of gender inequality and satisfaction is insignificant.

5. METHODOLOGY-

Data collection was done using primary & secondary sources. For the purpose of primary data collection; survey method was employed with the help of a structured questionnaire. The secondary data was collected from published research journals, various reports and newspaper etc. The target respondents were the employees of various industries like Academics, Information Technology, Banking, Hospitality, Telecom and other sector in NCR Region. The convenience sampling technique was used to approach the respondents.

A structured questionnaire was used to gather data from the target respondents. For the purpose of primary data collection 200 questionnaires were distributed out of which 115 filled questionnaire were received and then 104 operational questionnaire were compiled and analyzed further using SPSS 19.0.

For the purpose of instrument development, the items for list of practices in which generally gender inequality is perceived.

Table No.1 List of practices in which generally gender inequality is perceived

S.no	Category
1.	Recruitment
2	Retention
3	Performance management process
4	Promotion
5	Succession planning
6	Training and development
7	Resignation
8	Key Performance
9	Over all gender in equality existing at the workplace
10	Satisfaction from the practices listed above

6. DATA ANALYSIS -

6.1 Demographic Profile of the Respondent

The following table exhibits the demographic profile of the sample. Out of 104 respondents, 36 respondents are the males and 68 were females.

Table No.2 Demographic Profile of the Respondent

S. No.	Variable	Category	Respondents
1	Gender	Male	36
		Female	68
2	Age Group	Less than 25 years	12
		26 - 35 years	28
		36- 45 years	21
		46- 55 years	35
		55 years and above	08
3	Level of Management	Top level	13
		Middle level	86

		Lower level	5
4.	Total work experience	0- 10 years	56
		11- 20 years	27
		21-30 years	11
		31-40 years	6
		40 years and above	4
5	Qualification	Undergraduate	23
		Post Graduate	81
6	Professional education	Yes	87
		No	17
7.	Industry	Academic	9
		Information Technology	31
		Banking	22
		Hospitality	29
		Other	13

6.2 Cronbach’s alpha Scale reliability

The overall scale reliability was checked using Cronbach’s alpha and the values are given below:

Table-3 Cronbach’s alpha Scale reliability

S. No.	Scale	Cronbach's Alpha	No. of items
1.	Gender Inequality	0.723	08

Above mentioned Table is a compilation of value of Cronbach’s alpha from the 8 items each i.e. Recruitment ,Retention ,Performance Management ,Promotion, Succession Planning, Training and development , Resignation and Key Performance .This is 0.723.

HYPOTHESIS -1

The overall perception of the individual towards the practices existing which reflects gender inequality is insignificant.

TABLE NO -4 GENDER AND OVERALL PERCEPTION OF EXISTING GENDER INEQUALITY

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
overall * gender	104	98.1%	2	1.9%	106	100.0%

overall * gender Crosstabulation

Count

	Gender		Total
	Male	Female	
sd	0	6	6
d	3	8	11
overall ndna	6	6	18
a	9	28	37
sa	18	20	32
Total	36	68	104

From the above table it can be said that the 48 female out of 68 and 27 male out of 36 has accepted the fact the existence of gender inequality in their organization .so which give researches a basic to reject null hypothesis stated earlier i.e. The overall perception of the individual towards the practices existing which reflects gender inequality is insignificant.

HYPOTHESIS -2

The overall perception of the individual across various industries towards the practices existing which reflects gender inequality is insignificant.

TABLE-5 INDUSTRY AND OVERALL PERCEPTION OF EXISTING GENDER INEQUALITY

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
industry * overall	104	98.1%	2	1.9%	106	100.0%

•

industry * overall Crosstabulation

Count

		Overall					Total
		sd	d	ndna	A	sa	
industry	academic	0	0	4	3	2	9
	IT	3	6	4	12	6	31
	Banking	0	3	7	6	6	22
	Hospitality	3	1	3	12	10	29
	other	0	1	0	4	8	13
Total		6	11	18	37	32	104

From the above table it can be said that in academics out of 9,5 accepted the practices of gender Inequality in their organization ,in Information technology sector out of 31 ,18 of them accepted the practices of gender inequality in the organization .Banking sector out of 22,12 of them accepted the practices of inequality in the organization. Hospitality sector out of 29, 22 has accepted the existence of the Gender inequality in their organization .While in others which are 13,12 of them accepted the inequality practices in the organization. In total out of 104, 69 of them accepted the practices of Gender inequality in the organization. The above mentioned table gives to the researcher a strong base to reject the null hypothesis stated above i.e. The overall perception of the individual across various industries towards the practices existing which reflects gender inequality is insignificant.

HYPOTHESIS-3

The overall perception of the individual towards the practices existing which reflects employee satisfaction is insignificant.

TABLE-6 GENDER AND OVERALL SATISFACTION OF EXISTING PRACTISES

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Satisfaction from existing Practices Gender	104	98.1%	2	1.9%	106	100.0%

Satisfaction from existing Practices * gender Crosstabulation
Count

		Gender		Total
		male	Female	
Satisfaction from existing Practices	Sd	8	4	4
	D	17	29	39
	ndna	5	11	21
	A	2	18	30
	Sa	4	6	10
Total		36	68	104

From the above table it can be said that out of 68 female 33 female approx. 50% female has accepted that the practices of gender biasness effects the employee satisfaction .While in male out of 36,25 of them has accepted the practices effects the satisfaction of the employees. The above mentioned table gives to the researcher a strong base to reject the null hypothesis stated above i.e. the overall perception of the individual towards the practices existing which reflects employee satisfaction is insignificant

HYPOTHESIS -4The perception of employees towards the relationship of gender inequality and satisfaction is insignificant.

The value of Pearson Correlation is -.561 and the value is less than .001. It may be understood from the table that that there is a significant negative correlation between employee satisfaction and gender inequality practices.

TABLE-7 CORRELATION BETWEEN OVERALL PERCEPTION OF EXISTING GENDER INEQUALITY AND OVERALL SATISFACTION OF EXISTING PRACTISES

Correlations

		overall	Satisfaction
overall	Pearson Correlation	1	-.561
	Sig. (2-tailed)		.000
	N	104	104
Satisfaction	Pearson Correlation	-.561	1
	Sig. (2-tailed)	.000	
	N	104	104

The above mentioned table gives to the researcher a strong base to reject the null hypothesis stated above i.e. the perception of employees towards the relationship of gender inequality and satisfaction is insignificant.

Further the linear regression analyses was conducted to determine the impact of gender inequality on overall satisfaction of the employees i.e. gender inequality accounted for 42.3% of variance in employee engagement which was statistically significant (F = 48.983, p<.001).

TABLE-8 Regression Analysis

Model	Beta	R square	F Value	Sig.
1	.522	.423	48.983	.000 ^a

Predictor: gender inequality practices
 Dependent Variable: satisfaction

7. LIMITATIONS -The Limitations of this research was getting the data filled with the help of convenience Sampling where various employees of Academics, Information Technology, Banking, Hospitality, Telecom and other sector in the NCR.

8. RECOMMENDATIONS -The following are the recommendations are based on the personal interview and suggestion been given by various employees as well as the with the help of the secondary data.

1. The work culture of the organization should be homogeneous.
2. The awareness should be made so that the cultural ethnocentrism could be avoided or minimized.
3. The efforts should be done by employees and employer both to increase the gender responsiveness.
4. Instead of passive learning the gender neutral to gender responsiveness should be increased by the employees .The recent step of Flip kart, Amazon and Face book towards the extended Maternity and Paternity leaves is a more gender sensitive step .which shows that paradigm is shifting around the globe.

8. CONCLUSION

The data analysis has indicated the researcher to reject all four hypothesis .It is observed that enough number of individuals has stated about the practices of gender inequality in their organization .when the data is been analyzed among various sectors it is observed that except banking sector which was approx. 50% individuals has accepted the existence of the gender Inequality practices in their organization, all other with enough number supported the existence of the gender Inequality practices in their organization. The data analysis has also helped us to know that there are negative correlations between the employee satisfaction and gender inequality practices in the organization.

Apart from the practices of gender bias done by the corporate it is also see that the female they themselves has accepted the fact of compromising the career for the circumstantial needs i.e. family needs ,Children needs. It is also well accepted fact that the peak time of the career is 28-40 when one can grow and many more females during this time due to the child birth they take the leave and when they join back other counterparts a way ahead then them .however the Gender inequality is not only seen in the opportunity in the corporate but also in the various aspect in the society in the Hollywood and Bollywood the actors are been paid higher then the actresses male players in various games the prize money is higher than the female the cricket , Hockey the male teams are more famous then the female team. However we have seen various examples of the successful females like Margret theatre, Hilary Clinton, Indira Gandhi, Arundhati Bhattacharya, IndraNooyi etc.

For changing the paradigm the all the factors females themselves the corporate bosses and the society needs to change. This is well accepted fact that society should always have a balance of both. Female should understand their potential and try come out of their traditional role and face the world with more confidence at the same time the corporate bosses should also understand that we can change the world but can't change the nature there are certain privileges which are been given by the nature to female we should understand and respect the fact well we cannot ignore the problem of aging population in china and Japan and recent china has closed one child policy and growing stress in the corporate has extended the cases of infertility . The society also needs to be changed the attitude towards the female and their job responsibility.

9. REFERENCE

1. Andersson, Gunnar; Hank, Karsten; Ronsen, Marit and Vikat, Andres (2004), Gendering the Family Composition: Sex Preferences for Children and Childbearing Behavior in the Nordic Countries, Max Planck Institute for Demographic Research, Working Paper 2004-016
2. Bajpai .Chitra ,RanaMohita(2014) A Study on managing Cultural Diversity at workplace with special reference to the IT Industry in India ,Management Today, Journal of Sherwood college of Management .15,0973-5550.
3. Bryant, J., Jacobsen, V., Bell, M., & Garrett, D. (2004). Labour force participation and GDP in New Zealand. *Labour*, 4, 07.
4. Catalyst (2004), "The Bottom Line: Connecting Corporate Performance and Gender Diversity, New York, NY, available at: <http://www.catalyst.org/>
5. Chantaman, J.A. and K. A.Jehn(1994)"Assessing the relationship between Industry Characteristics and Organization culture ;How different can You be?" ,Academy of Management Journal,37 ; 522-33
6. Cullen, J.B. and K.P. Parboteeah, *Multinational management: a strategic approach* (South Western Publisher, USA, 2008)
7. Deal T.E. & Kennedy A.A. (2000)*Corporate Cultures: The Rites and Rituals of Corporate Life*. Perseus Publishing, Cambridge, MA, USA.
8. Gordon G., & Cummins W. (1979). *Managing management climate*, Toronto, Canada, Lexington Books.
9. Hofstede, G. (2001) *Culture's consequences*, Thousand Oaks, CA: Sage. KamelJavaheri, M & Kosrnesan, MR. (2009). The relationship between leadership, organizational culture, organizational learning activities and job satisfaction. *Journal of Human Development, Police*, No. 25, pp. 19.
10. Hofstede, G. (2001) *Culture's consequences*, Thousand Oaks, CA: Sage.
11. JannatulFerdaush, K. M. Mustafizur Rahman (2011), *Gender Inequality in Bangladesh* , UnnayanOnneshan-The Innovators
12. Kramer, L. (2004) *The Sociology of Gender: A Brief Introduction*. Oxford University Press
13. Kotter, J. P., and J. L. Heskett 1992 *Corporate Culture and Performance*. New York: The Free Press.
14. Khandaker, Mu. Mizanur Rahman, GENDER DISCRIMINATION IN HEALTHCARE SPENDING IN THE HOUSEHOLD AND WOMEN'S ACCESS TO RESOURCES: PERSPECTIVE OF BANGLADESH, Prepared for Professor Hiwatari Nobuhiro GraSPP, The University of Tokyo

15. MikkolaAnne, Role of Gender Equality in Development –A Literature Review; University of Helsinki, RUESG and HECER
16. Peters, T., and R.H. Waterman1982 In Search of Excellence. New York: Harper and Row
17. Pascale, R.T. and Athos, A.G. (1981) The Art of Japanese Management: Applications for American Executives New York: Simon & Schuster
18. Payambarzadeh, M. (2009). Organizational culture and organizational effectiveness. Export Development Magazine, No. 79, pp. 14.
19. Smith, A. (1776). An inquiry into the nature and causes of the wealth of nations.[.....]
20. Smith, M., Akram-Lodhi, Ab.H.,& Bettio, F (2013). Do we have a case for gender equality. In: Bettio, F., Plantenga, J., & Smith, M. (Eds.). (2013). Gender and the European Labour Market. Routledge.
21. Smith, N., Smith, V., and Verner, M. (2006), 'Do Women in Top Management Affect Firm Performance? A Panel Study of 2,500 Danish Firms', International Journal of Productivity and Performance Management, 55,7, 569–593.
22. Srinidhi, B., Gul, F. A., & Tsui, J. (2011). Female Directors and Earnings Quality*. Contemporary Accounting Research, 28(5), 1610-1644.
23. Schein, E.H. (1982) Organization Culture and leadership, 2nd ed. San Francisco; Jossey Bass
24. Soltani, M.R. Shramyn Clement, M.H. Houshang, M. (2011). A comparative study of organizational culture and values of an organization's view of military personnel, Danesh publication, Tehran.
25. Shahnaj Parveen (2007), Gender Awareness of Rural Women in Bangladesh, Journal of International Women's Studies Vol. 9 #1 November 2007
26. Wilson, F. (2003) Organizational Behavior and Gender. Ashgate; 2 Rev Ed Edition.
27. World Bank (2012), World Development Report-2012; Gender equality and Development, World Bank,

WEBSITES

1. <http://www.customresearchcenter.com/samples/gender-equality-sample-research-paper.html>