THE NATURE OF WOMEN DISCRIMINATION IN ORGANIZATIONS

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Abstract
Gender discrimination is a broad phenomenon which is affecting every political, social and economic life. It has become a common occurrence everywhere in most developing and least developed countries. Large number of women has over the years entered into the male dominated workplaces mainly due to societal changes. Studies on gender discrimination had focused on other fields of life. Theory of Gender Practices in Organizations was used. The study employed survey design, where both quantitative and qualitative data were collected from 120 female respondents. Results were analyzed at Uni-variant using frequencies and percentages. The result revealed that most women are been discriminated based on their gender thereby not giving them opportunity to showcase their productive quota to the growth of the organization. Therefore equal opportunity should be given to both male and female employees.
Keywords: Gender, Nature, Discrimination, Organization

Introduction

Gender discrimination is a social disease which is destroying the lives of women around the world. It is a broad phenomenon which is affecting every political, social and economic life. It has become a common occurrence everywhere in most developing and least developed countries. In this era where everyone think that there should be equal rights for men and women,

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there are some occurrences where people are being discriminated against based on gender especially in African where patriarchy is highly practiced. It is not an issue, which one can easily tolerate or ignore (Adhikari, 2014). Discrimination in workplaces is now one of the most debated issues around the world and there had been numerous findings on the strong charges against gender discrimination Ismail and Ibrahim (2017). In spite of the number of reported cases in governmental and non-governmental institutions, the issue still remains beyond control. Environment around the office, the socio-economic status of women, the religious values and restrictions and above all the social psychology of the people can be figured out as the principal causes behind gender discrimination (Sue, 2005). Unwillingness and lack of attention and supervision by the government adds to this to a great extent. All these have made the issue to be more complicated (Kelan, 2009).

Gender stereotypes lie at the heart of many of our perceptions of the workplace and the people that operate within it. The constellation of traits and attributes that are thought to uniquely describe men and women are called descriptive stereotypes. These stereotypes are applied to individuals that one encounters in work settings, and become the basis for inferring their internal, stable characteristics. Thus, even in situations in which person A may have very little knowledge about person B, he or she will infer a set of characteristics about B from the general category of manor woman to which person B belongs (Stangor, 1988). Perceptions of people are therefore guided simultaneously by cognitive representations of their category-based traits and attributes and their normative beliefs about what is appropriate and inappropriate for them to do, given their gender categories. There is a seemingly irreconcilable difference between perceptions of what it takes to succeed in many work settings and the attributes that women are presumed to have. This discrepancy has been incorporated into a lack of fit model of gender discrimination (Heilman, 2004).

Despite descriptive stereotypes of women as ill-suited for “men's work,” sometimes they are undeniably competent and successful at male gender-typed jobs. Even then, there are problems for women that are driven by gender stereotypes. In this case, it is prescriptive stereotypes of women that are the driving force. Not only are there stereotypes about what women

are like, but also about how they should behave (Burgess & Borgida, 1999; Eagly & Karau, 2002; Heilman, 2001; Rudman & Glick, 2001). A study by Heilman et al demonstrated that women who succeeded at a male gender-typed job are penalized through negative evaluations of their personal traits. While they were seen as having the energetic qualities needed for successful performance, they were described as being downright interpersonally hostile: abrasive, pushy, manipulative, and generally unlikeable. In contrast, successful men and women who did not violate prescriptive stereotypes were rated as significantly more interpersonally pleasant (Heilman, Wallen, Fuchs & Tamkins, 2004). Research evidence has emerged showing how and why prescriptive norm violation leads to formal discrimination against women. In a systematic investigation, women who exhibited stereotypically masculine characteristics were less liked, and less likely to be considered for promotions or job opportunities, even though they were considered as competent as male employees (Heilman, Wallen, Fuchs & Tamkin, 2004). Violating prescriptive norms has also been shown to be associated with more negative evaluations of women leaders. When demonstrating a leadership style that is more consistent with masculine than with feminine characteristics, women are consistently evaluated to be less effective than men who use the same leadership style (Eagly, Makhijani & Klonsky, 2000).Working women also report more difficulty establishing mentoring relationships with male colleagues than do men (Ragins & Cotton, 1991). Even when women do find mentors and develop social networks, these relationships are less strongly associated with positive career outcomes such as promotions and compensation than are men's relationships (Eddleston, Baldridge & Veiga, 2004; Forret & Dougherty, 2004; Lyness & Thompson, 2000).

Studies by Ismail and Ibrahim (2017) also revealed that women have been discriminated in the promotion opportunities. Women workers face more resistance for promotion than men due to the perception that male workers are more suitable for managerial positions. The negative attitudes for women who seek higher managerial position in organization were influenced by the existence of a male managerial model. This type of prejudice restricts women's recruitment and promotion to the higher position in the organizations. According to Cai and Kleiner (1999), since

management was traditionally viewed as a male occupation, women had great difficulty in moving up the career ladder. This is due to the perception that most women managers are viewed as less likely to possess the attributes characteristics of successful managers than male managers. Organizational cultures often reflects continuing gender stereotypes and studies also shows that the perception of "women take care and men take charge" is a prevailing stereotype of the difference between men and women, and that women are not as good as men at problem solving (Bible & Hill, 2007).

As stated by Wood (2008), senior management and leadership positions continued to be perceived as a male domain and it will continue to exert a negative influence on the career advancement of women. Women are less likely than men to work in managerial occupations within any sector of employment. Although the proportion of women in management has witness a raise steadily since the start of the 1990's but still they experience a glass ceiling from breaking through into the highest level of management, but most women never get the opportunity to even make it to the middle cadre because they tend to be concentrated in the occupation that gives little opportunity for rapid career progression (Vinni Combe, 2004).

Kara (2012) stated that discrimination against women is 30 per cent and that women are paid less than men in all occupations. In Turkey discrimination happened more in the private sectors than in the public sectors. Study by Ismail and Ibrahim (2017) also revealed that 78.7 per cent of the women workers perceived that they are not being paid as well as their counterparts for the same job and that they are being subjected to gender-related discriminations.

ILO (2018), stated that gender discrimination will still exist despite the increase in education level and experience of women at work. In term of education level, even though relatively more women are educated, they still face gender inequality such as earnings gaps. Only by increasing numbers of women enrolling in education is not enough to eradicate gender inequality (Durbin & Fleetwood, 2010). Heilman (2004) indicates that result from her study in Thailand suggest that women are not represented at managerial level in numbers comparable to their membership of the workforce. According to Noble and Moore (2006) many women who inspire to

leadership positions find it impossible to get there, whereas others who make it eventually leave as the case in Nigeria. Hence, this study investigatedthe nature of gender discrimination among female employees of Kaduna State University.

Theory of Gender Practices in Organizations

Another line of theorizing, which has captured the attention of contemporary researchers, explains the phenomenon of gender discrimination through structural factors. According to this reasoning, the structures of the labor market and of society in general are responsible to produce and reproduce gender asymmetries in the world of work and organizations. Gender relations are practiced at many levels of the organizational structures and practices, varying from the explicit to the more subtle, including the ways in which work is organized, defined, rewarded and represented (Edwards & Wajcman, 2005).

According to Bobbit-Zeher (2011), discrimination needs to be considered a part of the overall process of the larger gender system in order to obtain a fuller comprehension. This entails investigating the cultural view of gender ideology, the structural aspects of organizations that segregate gender, formal policies and the attitude as well as the behaviours of institutional actors who initiate and enforce such policies in everyday work practices. This implies that gendering at work is perpetuated through both the noun "practices" and the verb "practicing" and it can be studied through discursive practices and interactions (Benschop & Dooreward, 2012). This vein of research explores how the gender construction is embedded in the organizational discourses instead of primarily in the structures or the human capital of the organizations. Undoing gender would imply a long and gradual process of deconstructing the socially acquired and uncritically formed conceptions that serve to create the gender segregation in the workplace.

Methodology

Both qualitative and quantitative data collection methods were used for the study. The quantitative data were collected through questionnaire, while In-Depth interview was used for qualitative data collection. A sample size of ten

(10) female academic staff were selected from each of the six (6) selected departments, and ten (10) female non-academic staff, (5) each from the senior cadre and junior cadre respectively were selected from six(6) non-teaching services departments. A total sample size of sixty (60) female academic staff and sixty(60) female non-academic staff were selected giving a total sample size of one hundred and twenty (120) respondents for the survey. Five (5) in-depth interviews were conducted with female staffs of the university who are experienced on the subject under study.

Analysis of the data collected in this sociological research was guided by the use of appropriate analytical tools. Quantitative data was analyzed using The Statistical Package for Social Sciences (SPSS) software version 20.0 and results presented at uni-variate levels of frequency distribution tables and percentages for convenient and easy understanding while qualitative data collected through in-depth interviews were content analyzed after translation. Direct quotations of interviewees were used to complement the quantitative data collected.

Results and discussion of findings
Nature of Female Workers' Discrimination in the University

Nature of female workers' discrimination	**Very Often (%)**	**Often (%)**	**Sometimes (%)**	**Rarely (%)**	**Never (%)**	**Total (%)**
Social exclusion and barrier which prevents women's career advancement.	56.1%	21.5 %	0.0%	8.4%	4.7	**100**
Gender stereotypes where some job/roles that are seen to fit the male gender, they are thought to have what it takes to perform well	23.4 %	41. 1%	1.8%	29.0 %	7.5%	**100**
Bias in selection, employment, placement, and performance evaluation of female staff.	30.8 %	26.2 %	20.6%	3.7%	18.7	**100**
It is more difficult for women to be promoted into leadership positions	63.6%	21.5%	1.8%	2.8%	11.2%	**100**
Women input are deemed less valuable, they are more likely than men to be omitted from key discussions, overlooked when perspectives are being sought about important decisions.	55. 1%	28.0%	0.0%	10.0 %	0.9%	**100**

Women are under -represented in management rank due to women being discriminated for promotion to higher ranks despite their continued high performance and qualifications	35.5%	39.3%	2.8%	18.7 %	3.7%	**100**
Women workers have to work harder to get the equal reward as the opposite gender received for the equal work	35.5%	43.9%	1.8%	10.3 %	6.5%	**100**
There is earnings disparities and gender pay between genders	22.4%	42.1%	0.9%	28.0 %	6.5%	**100**

Source: Survey Data, 2020

Findings revealed that majority 77.6% of the respondents indicated that social exclusion and barrier which prevents women's career advancement takes place in the university, 41.1%of the respondents said often in the university gender stereotypes where some job/roles that are seen to fit the male gender, they are thought to have what it takes to perform well occurs. This findings support various studies regarding the female workers discrimination such as Catalyst (2004) who reported that a series of recent studies revealed that many women in high-level positions in corporations and firms believe that social exclusion, not just overt discrimination, is a barrier to women's career advancement. Examples of this less visible bias include a lack of mentoring, being ostracized from informal networks of communication, and an inhospitable corporate culture. The constellation of traits and attributes that are thought to uniquely describe men and women are called descriptive stereotypes. These stereotypes are applied to individuals that one encounters in work settings, and become the basis for inferring their internal, stable characteristics. Thus, even in situations in which person A may have very little knowledge about person B, he or she will infer a set of characteristics about B from the general category of manor woman to which person B belongs.

A combine majority of 78% of the respondents said there exist bias in selection, employment, placement, and performance evaluation of female staff as against the male in the university. This view agrees Martell, Parker, Emrich &Crawford (2008) who said because of the perceived lack of fit between what women are like and the traits presumed to be necessary for success at many of the most prestigious jobs and occupations, women are

viewed less favorably than their male colleagues. Stereotypes thus preclude the accurate assessment of men's and women's capabilities to do the job. This sets the stage for bias in selection, placement, and performance evaluation.

The findings reveals that most 63.6% of the respondents agree that it is rarely more difficult for women to be promoted into leadership positions and most 55.1% of the respondents agree that very often women input are deemed less valuable, they are more likely than men to be omitted from key discussions, overlooked when perspectives are being sought about important decisions in the university. This view agrees with Catalyst (2002) who stated that organizational leadership positions, for example, are not only overwhelmingly populated by men but the successful occupants of these positions are often described in classically masculine ways. Rudman and Fairchild (2004) said formal discrimination undoubtedly plays a role in limiting the career attainments of women employees, particularly in regard to their access to key jobs, advancement opportunities, compensation, and the evaluation of their performance. But although it may be more difficult for women to gain access to male gender-typed jobs and to be promoted into leadership positions, some of them are successful at gaining entry. Wood (2008) asserted that discrimination against women at workplace also existed in other parts of the world. Women were seen as not fit to fill the senior management position due to the high proportion of male managers who views women as a lack of fit in senior management roles.

Antecol, Barcuss and Clark (2010) discovered in their studies that sex discrimination is one of the main factors which influence workers' job satisfactions and workers' intention to quit. Koshal et al. (2012) stated that women are under-represented at all management rank due to women being discriminated for promotion to higher ranks despite their continued high performance. Women perceive unequal opportunities for advancement after recruitment. This is perhaps one of the reasons for the lopsided of women at senior level ranks. Norms of executive performance in Malaysia still exist on a “masculine managerial model”.63.6% of the responses showed that female employees are mostly not promoted into leadership positions, even if they are, it is usually on circumstances that the male colleagues are indisposed or have finished their own tenure. This findings

support various studies regarding the female workers discrimination which said fewer number of women involvement in the higher position contribute to the gender earnings gap. Women tend to be concentrated on lower ranking positions that are lower paid.

From the study, it also suggested that not only wage discrimination exist in all occupations, discrimination in wage is more in male dominated occupation. Equality in education in men and women appear not to be a sufficient condition for pay equality. It is evidence in Kuwait that even with higher educational attainment women are still earning less than men. This pay differential is due to wage discriminatory practices. Most 94.4% of the respondents agreed that they receive payment equal for equal work done as compared to a male. This view is in contrast to the views of Kara (2012) who stated that discrimination against women is 30 percent and that women are paid less than men in all occupations. In Turkey discrimination happened more in the private sectors than in the public sectors. Ismail and Ibrahim (2017) also revealed that 78.7 percent of the women workers perceived that they are not being paid as well as their male counterparts for the same job and that they are being subjected to gender-related discriminations. Blau & Kahn (2000) affirmed that gender pay gap is surely tied to the effect of discrimination against women.

Furthermore, a combine majority of 77.6% of the respondents agree that often women are under-represented in management rank due to women being discriminated for promotion to higher ranks despite their continued high performance and qualifications. Also finding also revealed that 43.9% of the respondents agree often female workers have to work harder to get the equal reward as the opposite gender received for the equal work. This view agrees with Koshal et al. (2012) who stated that female workers have to work harder to get the equal reward as the opposite gender received for the equal work. Ismail and Ibrahim (2017) in their studies found that 49.9 per cent of women employees in Sagamax agreed that women in general have to work harder and longer to prove their credibility in order to achieve the same progress as men. Ismail and Ibrahim (2017) revealed that women have been discriminated in the promotion opportunities. Women workers face more resistance for promotion than men due to the perception that male workers are more suitable for managerial positions. The negative

attitudes for women who seek higher managerial position in organization were influenced by the existence of a male managerial model. This type of prejudice restricts women's recruitment and promotion to the higher position in the organizations.

More of the respondent 65.4% stated that there is earnings disparity between genders in the university. These views collaborate with the view of Vinni Combe (2004) who reported that women are less likely than men to work in managerial occupations within any sector of employment, hence are likely to earn less because these managerial positions come with certain privileges and allowances which automatically increases one's net pay. Although the proportion of women in management has witness a raise steadily since the start of the 1990's but still they experience a glass ceiling from breaking through into the highest level of management, but most women never get the opportunity to even make it to the middle cadre because they tend to be concentrate more in the occupation that gives little opportunity for rapid career progression.

Conclusion

This study examined the nature of gender discrimination and its effects on employee performance, a study of female workers of Kaduna State University. The study found that social exclusions and barriers which prevent women's career advancement takes place in every sphere of the society, thereby leading to lots of gender stereotypes where some job/roles are seen to be only fit for the male gender. Gender stereotypes and sexism often leads to gender discrimination and women are frequently considered to be appropriate for household tasks such as child caring, nurturing and household management. Culture of patriarchy is a very strong determinant of male dominance over female especially in African societies and Nigeria is no exception.

Recommendations

Equal opportunities should be given to females and in sic during employment and practice. Professionalism should be strongly encouraged as against gender bias being practiced. Interventions in the form of making laws that would prescribe the minimum percentage of women participation should be vigorously enacted in every sector of the society.

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