

## GENDER DISCRIMINATION FACTORS AFFECTING FEMALE EMPLOYEES IN PRIVATE ORGANIZATIONS: A CASE STUDY IN BIJAPUR CITY

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### **Abstract:**

Discrimination in the workplace crop up when the potential of a person is discriminated due to gender biasness. In private sectors female employees are facing gender discrimination in job opportunities due to numerous discriminatory features that have unconstructive impact on their working potential. These dynamics comprised of patriarchal structure of the society, prejudice for working women, lack of social support, inadequate professional encouragement, social taboos, gender biased attitude of male employees. The researcher assembled the data from 50 female employees that were working in Hospitals of Bijapur city through convenient sampling technique.

From the data the researcher institutes that male dominancy at work place, traditional myths appended with the working women, wage discrimination, gender specified job positions, managers biasness, lack of trainings (especially for female employees) and inferiority complexes of men are the salient discriminatory factors that are facing by females in private sector organizations. Even the skilled females cannot infiltrate this due to miscellaneous stereotypes attached with the female job orientation. Passable implication of rules and regulations in private hospitals to exterminate the gender discrimination, sturdy monitoring system in organizations, formation of anti discriminatory policies as well as gender related educational programmes and trainings are the foremost remedies that can diminish the disparaging impacts on gender discrimination for female employees.

**Key words:** incapacitation, gender discrimination, discriminatory factors, working potential, prejudice, wage discrimination, institutional barriers, organization and gender biased attitude.

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**Introduction:**

Women have to countenance wide-ranging predicaments related with gender biased discriminatory factors in private sector organizations (Neathey, 2003). Women are frequently attributed to have less aptitude as compared to men for various management and administrative positions. As a result of this women habitually acquire less job promotions and carrier advancement opportunities as compared to men due to various stereotypes narrated with job promotion of the female employees (Morrison, et al. 1990; Reskin and Ross, 1990). In labor market all the occupations must be obliged on the basis of skills of the organizational employees. Unfortunately there was a superlative segregation among occupational opportunities on the basis of gender role where female employees acquire less occupational advantages as compared to their male colleagues (Mathipa and Tsoka, 2001). Accordingly the prestige and promotion should be given to the organizational employees on the basis of intellectual abilities, productivity and skill formation etc (Eagly, et al. 2002). But due to various gender biased discriminatory factors, the potential of the female employees cannot be accomplished to the fullest. Although there are numerous gender biased discriminatory factors that have off-putting impact on job retention and carrier progression of female employees but wage discrimination and gender role stereotypes are momentous in this regard (Bergman, 1974).

Women are frequently considered to be appropriate for household tasks such as child caring, nurturing and household management (Miller, et al. 1992). The researcher evaluated the fact that it is the common perception of the society that men are considered to be well-organized and well managed while the women are considered to be less competent (Lujbljana, 2009). Thus it becomes the common practice that female employees are discriminated from male employees on gender and age based grounds. Male employees habitually feel envious from female employees if they got promotion in any organization in the younger ages (Simpson, 1998). As the women are considered to be apposite on the grounds of family orientation and household tasks therefore they have to countenance discrimination in every aspect of the workforce participation. In private sector organizations the female employees are discriminated in recruitment and promotion tasks (Gueutal, et al. 2001). Even the older and the experienced women (of the age above 40) have to countenance this gender based discrimination in various private sector organizations (Duncan and Loretto, 2004).

The foremost factors that discriminate the female employees from their male colleagues are lack of promotion, impediments in hiring process of female employees and stringent rules of the organization (Ghanda, et al. 2009; Gueutal, et al. 2001). Due to gender discrimination and miscellaneous occupational pressures the female employees are less satisfied with their future job attainment as compared to male employees of the organization (Lyness and Judiesch, 1999; Blau and Ferber, 1992). Despite this the other factors that opposes the carrier progression for female employees in private sector organizations are inadequate feedback for work, lack of social support, wage discrimination, inadequate office practices, lack of adequate authority, role conflict and occupational pressures (Mueller, 1998).

Women have to put up with discriminatory factors in their carrier development. Although the environment of the organization affects the working capacity of both men and women but women are more affected by organizational environment (Yasmeen, 1991). Due to gender schemas and stereotypic behavior of the people the female employees are discriminated in various areas of private sector organizations (such as business and academic pursuits). The additional discriminatory factor in job attainment and carrier development of the female employees is that women are considered to have less leadership abilities as compared to men. On the other hand this is the prevalent perception that if the women tried to exercise their leadership qualities then they have to work hard as compared to their male counterparts. Other factors that affect the carrier development of female employees are their domestic responsibilities, rigidity in carrier structures and discrimination in job attainment. The foremost reason is that women are considered to be worthy in terms of prestige and reputation (Nejati, 2009).

The other major area of discrimination is wages among the various employees in labor market. Labor markets are characterized by the significant gender gap for the male and female employees due to workforce multiplicity (Jackson, 2001). Although the characteristics of the organization are significant but men are occasionally pay higher as compared to women. This is the obvious experience in various private organizations that undergoes the gender segregation in wage distribution. If the aptitude of work is similar even then the female employees search out low wages as compared to their male counterparts. Thus the stereotypic behavior about carrier progression of the female employees is also imperative because this is the vital impediment that restricts those female employees to come forward and contribute their efforts for the betterment of organization (Christopher and Charles, 1999).

Women employees always face gender discrimination in wage distribution. This becomes the major factor for the females that shift towards the public sector jobs (Kanter, 1977). Despite women the minorities are also discriminated from the job opportunities (Auster and Drazin, 1988). Women and minorities are pushed into certain wage sectors that are considered to be appropriate for them. In this way the women are discriminated over the major issue of wage distribution especially in various private sector Banks and Mobile Franchises (Linehan and Walsh, 2000).

#### **Literature Review:**

Lasler and Rosen (1990) concluded that men and women are assigned diverse job categories due to stereotypic behavior and differential occupational opportunities in labor market. Even the women who have the same aptitude level as men will earn less especially in various types of managerial jobs. Therefore wage discrimination and miscellaneous chances of job promotion of female managers are the salient discriminatory factors that have unconstructive impact on the abilities of female employees to prevail in the job market. Even the women that have the same ability level as men will receive less wages as compared to male employees (especially in diverse types of managerial jobs). Accordingly wage discrimination and lower probabilities for promotion of female managers are the foremost discriminatory factors that have negative impact

on creativity and innovativeness of the female employees in labor market. Thus wage discrimination and job dissatisfaction are the prominent catalysts that lower the probability of female employees in their carrier progression as compared to male employees. Although the most significant thing in this regard is ability of the worker to do any job rather than his gender. Those workers (whether male or female) that have higher capability level must occupy the productive jobs in the labor market but this is also decided on the base of their gender. Therefore in all over the world even the proficient female employees are less promoted to high paid jobs as compared to their male colleagues. In addition to this female employees get fewer wages as compared to male employees in diverse administrative and managerial jobs.

Brown, et al. (2002) argued that although women are discriminated in every job attainment and carrier progression but pregnant women especially becomes the victim of this discrimination. Pregnant women have to face difficulty in working environment and behavior of the male employees. Thus the women perceive that they face alteration in their work life especially when they got pregnant. The researcher found that female employee's are more cooperative and optimistic in their attitude towards the pregnant co-worker as compared to male employees. On the other hand the administrative and managerial posts are considered to be inappropriate for the female employees. In addition to this the orders of the pregnant women (in some managerial or administrative posts) are considered to be less effective than non-pregnant women. The foremost discriminatory factor towards the women occupational carrier is the environment of the whole organization. Especially the private organizations consider that the role and capacity of the female employees mostly changed during the pregnancy period and after this era. For this reason they become unproductive for various types of organizational posts. Especially these organizations tried their level best to appoint male managers for their administrative work as the female managers are deemed to be less appropriate due to time constraints, carrier gaps, inadequate working environment and stereotypic behavior of the male employees. As a result of this the female employees always feel dissatisfied with their jobs and they reported that the attitude of coworkers and the environment of organization are the major factors that create hurdle in their job attainment and carrier progression.

Jacqueline (2004) identified that gender discrimination always exists in the labor market. The major factor behind this is perceived to be the attitude of the women towards job attainment and carrier promotion. The widespread factor is that men and women are considered to be appropriate for working but men are considered to be more appropriate for the managerial and administrative jobs as compared to women. Thus men and women fluctuates their job preferences for the labor market. There are copious indicators for gaining accomplishment in job market and these indicators are abilities of the employees, capability to spend time in the organization, relation with the male coworkers, human capital investment and attitude of the organization towards female employees. It is also the common perception that women are more preferred and indulged in their job as compared to men but still there are numerous factors that change the perception of the women towards job attainment and carrier endorsement. These

factors are fertility issues, household preferences, educational attainment, marriage disputes and household alterations. In addition to this, supply and demand factors for certain jobs are also important for the occupational segregation of the female employees. There is a traditional and orthodox perception that women are less efficient and therefore they are incapable to tackle the problems of the organization as compared to their male colleagues. Due to this myth the female employees always face obstructions in carrier progression and various job retention criterions.

Berger, et al. (2005) analyzed that the women have to countenance diverse predicaments in organizations as compared to male employees. Especially when female employees have to take maternity leave then they countenance miscellaneous impediments in private sector organizations. Frequently in case of maternity leave the female employees remain unpaid that constructs hurdle in their work potential. Therefore the researcher recommended that there should be passable policy making that can bestow maternity leave to the female employees and advocate for their social rights. These obsessions are considered to be inappropriate for the male employees and they challenge the efficiency of female work as compared to the male managers. But the private sector organizations should make stringent rules and policies to protect the rights of female employees.

Sujatha (2008) examined that women are also taking part in diverse carrier developing campaigns. But still the women representation in the carrier ladder is very low. The foremost reason is that the private sector needs more technical professionals and they perceive that female managers are not apposite for this. Therefore they prefer to take male managers for this purpose because they cannot loose the crucial aptitude of men (as they can handle various types of managerial tasks and troubles). In addition to this top management positions consider that female employees are not appropriate for the top management jobs (especially the married women) because they undergo miscellaneous sorts of carrier breaks due to their household duties. In this way their working capacity becomes undermined due to this fact. As a result of this the organization develops some stereotypic attitude related with the promotion and appointment of the female workers. The noteworthy discriminatory factors associated with the female employees are the stereotypic behavior related with their professional life. The foremost stereotypes are that women are not ingenious rather they are emotional and house oriented entities. Therefore the working women need numerous networks for the carrier advancement and substitute paths for their promotion.

### **Rationale of the Study and Research Methodology:**

Females have to face gender discrimination in accomplishing job opportunities and extending their occupational carrier in Pakistan. However despite these discriminatory realities, female employees are still trying to Journal of make their place in the job market. Numerous empirical studies have revealed that women always countenance gender discrimination in terms of carrier opportunities and wage attainment. Although in all the developed countries the women have to

face diverse discriminatory factors but Pakistan ranks highest in discriminating the human capital (especially female employees) in terms of potential judgment.

Thus the researcher addressed the subsequent research queries in the present study:

1. What are the foremost discriminatory factors in private sector organizations that are affecting the women?
2. How the women are discriminated in wage distribution?
3. What are the significant stereotypes that are allied?
4. How the working potential of the female employees is affected due to gender biased discriminatory factors?
5. What are the momentous implications of gender based discrimination at private organizations?

After establishing the rational and objectives of the research, the researcher develops a scientific instrumentation for the recent study. Data used in this research was acquired from female who worked in Private Hospital Sectors of Bijapur city . All the lower level female employees who were working in Hospitals were the universe for the present study.

### Results and Findings:

1. 75.0% respondents (female employees) belong to the age group of 20-30 years. On the other hand 15.0% female employees belong to the age group of 31-40 years and 10.0% respondents belong to the age group of above 40 years.
2. Private Hospital sector always discriminated the male employees from the female employees especially in managerial and administrative tasks. 78.0% respondents agreed that their current organizational manager is male. While only 22.0% respondents agreed that their current organizational manager is female.
3. Majority of the respondents 73% agreed that their work in their organization is considered to be less productive as compared to the male employees. On the other hand 27% respondents denied that their work is considered to be less prolific in their organization.
4. 16.5% respondents agreed to greater extent that the organizational culture is very supportive for them and they work in an adequate way due to this culture. On the other hand 22.0% respondents agreed to some extent that their organization is supportive for their carrier promotion. On contrary 61.5% respondents denied this stance.
5. 75.5% respondents agreed that lack of appreciation at miscellaneous organizational and household levels is the major barrier in the efficient work performance of the female

employees in private sector organizations. On contrary to this 24.5% respondents disagreed on this department.

6. The major reason in this regard is that most of the private hospital sector are headed by the male employees that consider female employees are not appropriate for the management and the administrative tasks. Thus 76.0% respondents agreed on this stance and 24.0% respondents denied this viewpoint.

### Conclusion:

By and large the female employees are distinguished by the organization to be less ingenious and apposite to clerical work. In addition to this female employees are recurrently discriminated as compared to male employees on the basis of wage distribution and career progression as they are considered to be less appropriate for the top management positions in a private sector organization. Male employees in miscellaneous organizations receive incentives, bonuses and promotions in a recurrent manner on completion of their tasks as compared to female employees. Thus female employees countenance biasness in the form of stereotypes, prejudices about women's role in workforce diversity and leadership styles that encumber in their job recruitment and promotion criterion. In addition to this sexual harassment, lack of domestic support, verbal abuse from boss, lack of encouragement, time pressures, career breaks and long working hours are the foremost factors that have unconstructive impact on the occupational attainment for the female employees. The additional salient aspect of female discrimination in private sector organizations is that women who are married are considered to be less apposite for the work as compared to the female employees who are unmarried due to time restrictions, career breaks and role conflict. The present study institutes that the biasness related with the appointment and endorsement of the male managers, organizational culture and wage discrimination are the foremost determinants that discriminated the male managers from the female employees.

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