

## ROLE OF GENDER ON ORGANIZATIONAL PERFORMANCE

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### ABSTRACT

Gender often plays a significant role in affecting employee performance, performance ratings, and related human resource decisions in the organization. The effect of gender on different outcomes is especially important in the work environment, when job performance is assessed by supervisors and managers. The ratings of male and female workers may be influenced by gender stereotyping leading to more negative evaluations of women's job related activities. When India's human development index is adjusted for gender equality, it becomes South Asia's worst performing country after Afghanistan, new number in the UNDP's Human Development Report 2013 show. Pakistan, Nepal and Bangladesh, which are poorer than India and have lower HDIs, all do comparatively better than India when it comes to gender equality. The HDI is a composite indicator composed of three equally weighted measures for education, health and income. In this paper we analyse and explain the role of gender on organizational performance in banking sector. Survey method was employed and the data was drawn from the employees who are working in public sectors banks in the NCR.

*Key Words - Gender, Organization, Performance*

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## INTRODUCTION

The examination of gender roles has been a popular topic throughout academia. Studies have been conducted on traditional gender roles and how they have changed over time. Gender roles are shared cultural expectations that apply to individuals solely on the basis of their socially-identified gender. Researchers have looked into the role gender plays in the organizational setting as they pertain to power relationships. In relation to performance or productivity, rather than studying these directly, studies have reported the attitudes of managers and supervisors towards their women employees. For example, in a study conducted at the Shri Ram Centre (Dhingra 1972) the employers of women in different occupations were of the opinion that they could not expect the same level of performance from women as from their male counterparts. According to them, most women employees considered their jobs as of secondary importance as compared to their family role. Some gave examples of lack of punctuality and regularity in attendance. Such opinions and attitudes are expressed often in intellectual and social gatherings though one may also find the opposite viewpoint. Infact, this has been one area where there has been a lot of controversy, i.e. whether there are differences between men and women with respect to characteristics, attitudes, abilities, interests, etc. The philosopher Plato believed that differences between men and women were quantitative rather than qualitative.

In the Indian context, too there is some evidence to indicate the presence of sex differences in respect of variables such as job involvement, job complexity, internal motivation to work, satisfaction with pay, security and supervision and global satisfaction, etc. (Sekaran 1981). Women were found to be less involved in their jobs. They also experienced greater global satisfactions with pay, security, supervision, etc. Whatever differences or similarities there are between men and women, it is to the advantage of both the managements and the workers that these differences are identified in the light of the requirements of the jobs. Today, many of the characteristics of women are distinct assets in the more professional companies where the need for expertness in human relations is replacing the need for muscle.

In a previous papers the researchers have brought out some differences and similarities in the attitudes and perceptions of men and women and the male-female differences in terms of sex-role stereotypes, motivation to work, satisfactions with aspects of job, work values and performance on the job (Joshi 1988). In the present paper an attempt is made to discuss

further the performance of women on their jobs vis-a-vis men. More specifically, the objective is to explore into the possible gender role in the determinants of job performance.

### **Gender and performance**

A range of literatures inform the issue of women and performance and the topic can be explored from a variety of perspectives. Whilst much of the focus has been on performance evaluation and the role and impact of gender bias, a number of studies have examined the individual variables – the person factors – and the extent to which there are gender differences, and the way those differences influence behaviour. Traditionally women were seen as intellectually and physically inferior to men and early writers asserted that these perceptions have created barriers to women's career development and led to discrimination (Betz and Fitzgerald, 1987). Sex as a subject variable is the most traditional approach to research on sex and two competing hypotheses are prevalent throughout the research into gender differences. The structural view or situational view suggests that differences are not attributable to gender per se but rather to variables which co vary with gender such as salary and level. The socialisation view suggests that observed gender differences represent real psychological differences in the motivation to work that arise out of the different socialisation processes of men and women. These differences in socialisation cause women to see work as less central.

### **SIGNIFICANCE OF THE RESEARCH PROBLEM**

The manpower requirements of the banking sector in India will increase substantially over the next decade as a significant number of the retirement is lined up in all banks. The banks in the country are being in the pace of recruiting over 1.5 lakhs personnel in various cadres from last three years. Some PSBs have also started hiring professionals at various positions on contract basis. Well, the role of banking sector in the Indian Economy is not hidden from anyone of us. Women employees have been taking greater importance in this present scenario of the banks. To meet out the present challenges and to be ready for the emerging challenges before these banks, the Male Female ratio base must be accurate. Thus, this research problem has been chosen keeping in mind the well versed significance of the gender based challenges before the banks so that the forthcoming researches may at least test their taste for the prevalent challenges and help the banking industry in coping with the growing competition.

The present study will provide a big insight to researchers, bankers, top management of the Indian banks and other organizations of the concerned field. In other way, the present study, as the researcher visualizes, will not only be intellectually arousing for academics but will also prove considerable value to the different stakeholders in the public sector banks of India. Keeping in mind the importance of the topic to the nation and society at large I have selected this study for investigation.

### OBJECTIVE OF THE STUDY

The purpose of this paper is to provide a piece of empirical work that examines gender role as in how it makes sense of performance within banking organizations.

### REVIEW OF LITERATURE

The question of women's lower career expectations is also linked to the wider issue of career success that traditionally has been objectively measured through external criteria such as hierarchical position, status and salary level in both academic and popular literature (Dann, 1995; Sturges, 1999). Women's continued acceptance of lower levels of objective success is attributed to their different definition of success which is seen as more subjective and internally driven covering such factors as personal development, balance and interesting and challenging work (Powell and Mainiero, 1993). This is in contrast with men, where objective external criteria such as salary and rank correlate with career satisfaction (Russo et al., 1991). One of the most striking features of the review of the literature is the conflicting and often ambiguous nature of the results. It seems probable that ranges of situational factors are important in mitigating sex effects (Butterfield and Grinnell, 1999), thereby reinforcing the complexity that is involved in understanding individual performance in organisations. This would be consistent with the above discussion of performance. Elvira and Cohen (2001) in her study "Location matters: A cross-level analysis of the effects of organizational sex composition on individual turnover" suggested and found some support for the possibility that as the proportion of females in higher levels of management increases, power is increasingly concentrated in the hands of the remaining males. Eagly and Johannesen-Schmidt (2001), in his paper "The leadership styles of women and men". *Journal of Social Issues* meta-analyzed 47 studies and showed that women exceeded men significantly on individualized consideration. Ely, R. J. (1995). "The power in demography: Women's social constructions of

gender identity at work”: In this study, Ely found that organizations with relatively low proportions of senior women had climates in which sex roles were more stereotypical and problematic. At the organization level, O’Reilly, Snyder, and Boothe(1993) in the study-“*Effects of executive team demography on organizational change.*” Found that within top management teams, age diversity was not related to organizational innovation. Rama J. Joshi(1993), in his Paper “Gender differences in determinants of job performance”, The Study investigates the possible gender-related differences in the determinants of job performance. The parameters of performance included were (a) absence, (b) performance evaluations and (c) commitment to the organization. The results indicated some similarities as also some critical differences in the determinants of job performance of the two sexes, Factors extrinsic to the job (i.e. related to family) had impact on job performance of both the groups but more so in the case of female workers. The negative impact of such off-the-job problems was set off by their higher satisfaction with the firm. R. Sujatha(2011) “Barriers in career growth of women managers: An Indian Scenario” finds that structural barriers and family issues affect the career advancement of women. And efforts from both organization and individual can help in removing these barriers. Dhingra, O.P. (1972) “The Career Woman and Her Problems” in a study conducted at the Shri Ram Centre (Dhingra 1972) the employers of women in different occupations were of the opinion that they could not expect the same level of performance from women as from their male counterparts. According to them, most women employees considered their jobs as of secondary importance as compared to their family role. Some gave examples of lack of punctuality and regularity in attendance.

## HYPOTHESIS

H<sub>0</sub> - There is no significant impact of gender on organisation performance.

## RESEARCH METHODOLOGY

The present study is an extension of the research conducted in the past. Moreover, the study is based on some hypothesis. Thus, the research design is descriptive cum diagnostic. The study is conducted in the North zone of India. So, all the Indian banks (public banks only) of the area have been considered. Given this comprehensive objective, male and female workers in all public banks in the area constitute the universe. I have taken eight banks namely SBI, PNB,

OBC, Canara bank, Allahabad Bank, Bank of India, Bank of Baroda and Central Bank of India as survey population. Approximately 17 employees each of these eight banks in the north zone has been covered under the surveyed population. The views of the employees of different departments have been taken. Besides this, the employees are taken from each representative bank of different categories. I distributed 175 questionnaires out of which I received 135 in response. Data has been collected through structured questionnaire. It consisted of both open-ended and close-ended questions. The close-ended questions were framed on four point Likert Scale.

### STATISTICAL TOOLS AND TECHNIQUES

The suitable statistical tools like mean, chi-square, percentage method etc. has been used. The result and analysis had been shown with the help of figures and tables. For analyzing the questionnaire, simple as well as cross tabulation has been used along with percentages. In the present study, in order to apply various methodological tools, SPSS was meticulously used.

### INTERPRETATION AND ANALYSIS OF DATA

#### Demographic Information of Respondents

Table No. 1.

#### Respondent Gender

Gender	Frequency	Percent
male	69	51.1
female	66	48.9
Total	135	100

The above table (1) shows the gender of the respondent. Out of 135 respondents 69 were male which is 51.1% and rest 66 are female respondents which is 48.9%.

Table No. 2.

#### Respondent Designation

Designation	Frequency	Percent
Sr. Manager	21	15.6
Assistant Manager	51	37.8
Clerk	63	46.7
Total	135	100

The above table (2) shows the designation of the respondent. Out of 135 employees the Sr. managers are 21. The total percentage is 15.6. The Assistant managers are only 51 which are 37.8% and the Clerks are 63 which are 46.7%.

**Table No. 3.**  
**Respondent Experience**

Experience (in Yrs.)	Frequency	Percent
<5	78	57.8
5-10	24	17.8
10-20	6	4.4
20-30	6	4.4
>30	21	15.6
Total	135	100

The above table (3) shows the experience of respondents. The table represents that respondents with less than 5 years of experience are 57.8 % and respondents with 5-10 years of experience are 17.8% and 10-20 and 20-30 years of experience are 4.4 % each. While respondents with more than 30 years are 15.6%. Respondents with less than 5 years of experience are highest among all.

**ANALYSIS OF DATA**

**TABLE NO. 4.**

**I have experienced gender discrimination in my occupation**

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	6.670 <sup>a</sup>	3	0.083
Likelihood Ratio	6.828	3	0.078
Linear-by-Linear Association	0.163	1	0.686
N of Valid Cases	135		

a 0 cells (.0%) have expected count less than 5. The minimum expected count is 5.87.

The above table (4) revealed that the perception of banking employees towards ‘gender discrimination’, an empirical study has been carried out in this context. The expected and count figures indicate the perception towards discrimination. In this context, we observe that the discrimination rate is not influenced by the gender. Meaning thereby, there is no considerable influence take place, In accordance with the ‘discrimination’ exist in the organization. As we

observe that the calculated value of chi square at 3df. @ 5% level of significant, indicate 6.670. Meaning thereby, that calculated value of chi square is lower than that of given value that is 7.81. Hence, we fail to reject the null hypothesis. It is quite obvious that the ‘gender’ impact on ‘discrimination’ indicate a clear-cut inference, drawn from this study, which indicates no such discrimination is there with regards to gender. In this context, determination of discrimination is not influenced by gender.

**TABLE NO. 5.**

**Family problem disturbs my work performance**

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	33.028 <sup>a</sup>	3	.000
Likelihood Ratio	37.285	3	.000
Linear-by-Linear Association	9.915	1	.002
N of Valid Cases	135		

a 2 cells (25.0%) have expected count less than 5. The minimum expected count is 2.93.

Both the male and female share different ideology within a group or outside the group. In this context, the above table showed that the female perception towards disturbance by family problem is quite different which is also influenced by the gender. The table (5) shows considerable influence which take place, in accordance with the ‘family problems’ have considerable impact in the organization.

As we observe that the calculated value of chi square at 3df. @ 5% level of significant, indicate 33.028. Meaning thereby, that calculated value of chi square is higher than that of given value that is 7.81. Hence, we fail to accept the null hypothesis. Hence, it is quite obvious that the family problem disturbs more the performance of male counterparts as compared to female employees.

**TABLE NO. 6.**

**Women leave early because of family obligations frequently**

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	15.719 <sup>a</sup>	3	.001
Likelihood Ratio	20.372	3	.000



Linear-by-Linear Association	11.233	1	.001
N of Valid Cases	135		

a0 cells (.0%) have expected count less than 5. The minimum expected count is 5.87.

As from table (6) observation, that the calculated value of chi square at 3df. @ 5% level of significant, indicate 15.719. Meaning thereby, that calculated value of chi square is higher than that of given value i.e. 7.81. Hence, we fail to accept the null hypothesis.

Hence, it is quite obvious that the women employees leave the organisation early because of family obligations more often as compared to male employees. It also indicates a clear-cut impact at the time of assigning particular task to the employees.

**TABLE NO. 7.**

**Women cannot be a good manager as compared to a men**

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	4.733 <sup>a</sup>	3	.192
Likelihood Ratio	5.910	3	.116
Linear-by-Linear Association	1.693	1	.193
N of Valid Cases	135		

a4 cells (50.0%) have expected count less than 5. The minimum expected count is 1.47.

As we observe from the above table (7) the calculated value of chi square at 3df. @ 5% level of significant, indicate 4.733. Meaning thereby, that calculated value of chi square is lower than that of given value that is 7.81. Hence, we fail to reject the null hypothesis. Here, we observe that the women employees are equally capable as a good manager as compared with the male manager. Meaning thereby, there is no considerable influence takes place, in accordance with the 'Managerial preferences on the bases of gender' in the organization.

**TABLE NO. 8.**

**It results in poor performance of the organization**

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	26.037 <sup>a</sup>	3	.009

Likelihood Ratio	27.396	3	.004
Linear-by-Linear Association	0.324	1	.569
N of Valid Cases	135		

a2 cells (25.0%) have expected count less than 5. The minimum expected count is 4.40.

In this context, we observe that the organisation performance is always influenced by the gender. Meaning thereby, there is considerable influence that takes place, in accordance with the 'gender' exist in the organization.

As from table (8) observation, that the calculated value of chi square at 3df. @ 5% level of significant, indicate 26.037. Meaning thereby, that calculated value of chi square is higher than that of given value i.e. 7.81. Hence, we fail to accept the null hypothesis.

Hence, it is quite obvious that the gender has particular influence on the performance. It also indicates a clear-cut gender impact on the performance of an organisation.

## DISCUSSION OF THE STUDY

By going through the review of literature, it has been found that different experts have given different opinions on the gender based effect on organisational performance in banks. Human resource can be defined as a total of knowledge, skill creation, effective and efficient decision making abilities, talents, values, beliefs, aptitude and commitment in the group as well as organisational goals. Combining all these traits makes a positive effect on the overall organisational productivity and performance.

Another group of experts have suggested that gender impact may include location issues and demographic issues and then motivation. They do not give separate importance to the activity of compensation.

On the question of experiencing the gender discrimination 43.4% of the male respondents said that they have observed gender discrimination in banking sector, while as much as 50% of female respondents said that discrimination exists in the organization. On the other hand 95.7% of the respondents said that women has equal capabilities as of man's in terms of responsibility and getting managerial positions, while 86.4% of female respondents were also in the favor of this statement.

While probing about the 'leaving the organisation early' we came to know that 39% of the male respondents were of the opinion that women leave the organisation early because of family

obligations and security reasons, while only 13.6% of female employees accepted that sometimes they leave early because of the family obligation.

As much as 47.8% of the male respondents says that the family problems disturbs their work performance while only 9.1% of the female employees were of the opinion that family problems disturbs their performance at the work. It clearly indicates that male employees are more effected by family issues which ultimately hampers their work performance.

Almost 56.5% of the male employeeswomen says that gender issues results in poor performance of the organisation, while as much as 81.8% of females employees says that gender influence the performance of the organisation.

Therefore, the main focus of the study was to know the impact of gender on organizational performance in the Indian Banks as per the perceptions of their own employees. The present work, as per researcher's best reach of knowledge is an inventive and creative piece of work in the sense that it will bring to the surface the major perceptions regarding the true day to day challenges faced by the males and females in the banking sector of India.

### **LIMITATIONS AND FUTURE RESEARCH DIRECTIONS**

The main limitations of the study are time constraint and limited sample size followed by area which is NCR and only public sector banks has been taken into consideration. There is much scope in this topic for further research, such as the perception of employees of private sector banks along with foreign banks.

### **CONCLUSION**

Though high on one performance based on the previous researches findings as well as popular belief and perception that women workers are less committed to their company as compared to men workers. To a large extent, women's perceptions of the unfairness of rules and norms of the organisation and the low status of their jobs combined to produce these perceptions. This conclusion is strengthened by the finding that no significant difference was found between female and male workers in terms of responsibility and performance evaluations by their superiors.

The results obtained from the present study indicate that determinants of job performance were similar in some respects for both the sexes. But there were some critical differences between the

two groups. With respect to performance based on gender as well as related to family and those related to the job had significant impact for both the sexes. In general, though, men tended to assign greater importance to intrinsic factors, while women were more concerned with extrinsic familial factors. These, in turn, had an impact on their job performance.

The above discussion, however, does not imply that organisations should employ only men or women with having good traits. It does imply (a) an understanding that gender differences in work performance may be due to differences in non-work social characteristics (including the family) and (b) such differences get reinforced by on-the-job characteristics and practices within an organisation.

The demands made on women by marriage and family, coupled with a widely prevalent stereotype that 'a woman's place is in the home and family' have often been reported to have developed in them a lower commitment to employment, as compared to men. This finding points to a need for (a) streamlining the policies and practices of the organisation to meet the specific needs of the women employees; and (b) ensuring that there are no inconsistencies and unfairness of organisational policies and practices (since women in general, are more sensitive to such inconsistencies). In general, one may state that while dealing with women (as with men) the managements must comply with the rules of good human relations. Infact, it would be wiser and more productive to treat all employees as individuals (and not as men or women) with their specific abilities and potentials. There is a need to change the attitudes that all women are alike or that women and men are entirely different.

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