AN ASSESSMENT OF GENDER DISCRIMINATION IN WORKPLACE AND ITS INFLUENCE ON WORKERS' PERFORMANCE: A LITERATURE REVIEW

BY

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Abstract
The study examined the level of gender discrimination in workplace for women in Nigeria. The objective of the study is to review literature on how gender discrimination in workplace has influenced the performance of women in their workplace. The methodology adopted in this study is purely secondary data and content analysis was adopted to achieve the objective of the study. The study concluded that organization's success is largely influenced by a variety of elements, with the company's human resources ranking among the most important and that it is crucial that employers take good care of their staff members so they may give their all and work diligently to achieve the organization's goals. It was revealed that as long as employees feel as though their fundamental rights are being violated, gender discrimination will continue to be a problem that prevents them from reaching their full potential. The study recommended that it is important to regularly review anti-discrimination policies to determine how effective they are in actual use. This should be ensured in both private and public organizations, with a concentration on the former, to make sure that all enterprises are successfully executing the constitution's policies while being closely supervised.
Keywords: Gender discrimination, women, workplace, performance, Nigeria

Introduction

Organisations are established typically to maximize profits or to provide excellent services that will enhance people's quality of life in any area. Competent workers are necessary to accomplish these objectives. Employees are the heart of the organization without them the organization cannot reach organizational expectations (Shantha, 2019). Employers need to develop anti-discrimination strategies and create a work environment that is permissible and equitable (Bobek, Maček, Bradler & Horvat, 2018). Ineffective management generates unproductive businesses and a dysfunctional society overall, regardless of gender (Okoh, Ojoh, & Nosegbe, 2008). In this context, Nigeria's universities were built to meet the high-level labor needs of both governmental and commercial industries. Like any other sector, the capacity of Nigerian universities to attract a skilled work force-whether those personnel are men or women is essential to achieving their goals and objectives (Gberevbie, 2006). Regardless of gender, personnel can be divided into management/senior employees and others in an organization. To increase performance, the management and senior personnel are in charge of managing the entire business. These workers are more likely to discriminate against women since they set the direction through effective leadership to achieve the organization's overarching objectives (Ekore, 2008). The employee is the most valuable resource in the workplace to sustain in the world of business. Researchers have identified some symptoms regarding gender discrimination which include decrease the performance of the employees and isolation from the rest of the team, low self-esteem among employees and job stress (Dilrukshi & Ranasinghe, 2021).

Nigeria, like other African nations, has almost an equal proportion of men and women. For instance, Nigeria's estimated population is 213.4million as of 2021 with women making up 48.78 percent of the population, and men, making up 51.22 percent. If better performance is to be obtained in such an atmosphere, it is wrong to discriminate against women in leadership roles in companies, especially in Nigerian institutions (Olomola, 2008). Every society has a growing proportion of women. Both domestically and socially, they have a significant impact on the growth of their nation. Recently, there have been a significant increase in the number of women working. and this has been made

possible through the entry of a sizable percentage of women into higher education, late marriage, rising costs of living, and ultimately government support for women's participation (Ganji & Joshi, 2020). Each nation's gross domestic product (GDP) is dominated by the service sector to the extent of over 50%. (Li, 2014 cited in Ganji & Joshi, 2020). As a substantial component of the broader corporate sector, universities have a significant influence on the economic growth of the nation. Women have a significant impact on the education sector, as they do in many other nations. Despite the fact that women make up the majority of the workforce, female university employees frequently experience prejudice. Regardless of their employment experience or academic record, women may encounter unfair or discriminatory behavior in regards to pay, perks, career progression possibilities, and work schedules (Woodhams et al., 2015). There is a link between gender and the wage system because woman generally earns less than men. Studies show that there is a significant gender gap due to state discrimination based on gender (Dilrukshi & Ranasinghe, 2021).

Due to patriarchal societies, sexual discrimination in the workplace is particularly common in various nations and localities. Gender discrimination against women at work persists despite campaigns and federal legislation to safeguard their rights and advantages (Dilrukshi & Ranasinghe, 2021). Gender inequality has serious ramifications for both the workers and the dignity of the workplace. For example, when university employees feel that their gender limits their career advancement, some of them may engage in harmful behaviors in protest or as retaliation against the system (Ambrose et al., 2013). These harmful habits may include stealing from university property, abusing emergency leave during busy times of the year, disregarding specific chores, and spending time on a variety of activities that jeopardize the institution's overall advancement. Emotional attachment to or communication with the institution they work for has an impact on the relationship between university employees' unhealthy conduct in the workplace and their sense of gender discrimination and unfair behavior (Balogun et al., 2016).

In many countries, sexual harassment and gender discrimination at work make it more difficult for women to advance in their careers, receive promotions, and be treated with respect by their employers. Gender discrimination is the act of treating current or prospective workers differently due to their gender, gender identity, or sexual orientation. Any one of these behaviors may be present in the context of hiring, firing, promotions, pay, benefits, or job classifications. According to the 2012 Gallup World Poll, males were twice as likely as women to hold "good occupations" in every region of the world (Marlar & Mendes, 2013). But in today's companies, sexual harassment and gender discrimination are usually covered up, leaving them vague and frequently very hard to establish. In South Asia and non-EU European countries, there are more than 20 percentage points fewer opportunities for women to find "good job" than there are for men. According to Alvaredo et al., (2013) the gender element has not received much attention in recent studies on top earnings. The aim of this research is to examine the sexual harassment and gender discrimination that female workers face in Nigerian universities.

Gender Discrimination

According to a study conducted in Sri Lanka which assessed the impact of gender discrimination on employee performance and the mediating role of occupational stress of executive-level employees in one of the public banks in Sri Lanka. The study found out that there is a negative impact of gender discrimination on employee performance with mediating occupational stress. Founded positive relationships between the hiring gender discrimination, the promotion gender discrimination, and the wage gender discrimination with occupational stress, as well as a negative relationship between occupational stress and employee performance (Dilrukshi & Ranasinghe, 2021). Zarb (2022) in his study assessed the under-representation of females within the labour market, particularly in managerial roles. The study sparked a local and global debate on whether women, mostly mothers, face negative discrimination. This study took place in Malta, which was characterised by a low unemployment figure, complemented by strong economic growth at the time, thus enabling a proper analysis of the possible presence of gender-based discrimination even when labour demand is high. The analysis of the study revealed that there is no statistically significant evidence that employers engage in discrimination at the call-back stage of the recruitment process. Furthermore, during this distribution period, no particular age class was favoured or discriminated against, a finding that contradicts the idea that young female workers are discriminated against due to their maternal responsibilities.

According to the results of a study on the perception of gender discrimination among faculty members and the contributing elements, there is just one thing that is connected to management gender discrimination. The regression analysis test of the factors influencing the dependent variable reveals the significance of the effects of five variables, including the glass ceiling, personal gender stereotypes, drive for advancement, anxiety about personal success, and official gender stereotypes, on one's perception of gender discrimination (Baghestani, 2017). The respectability of the profession, the dress code, and possessing the necessary qualifications are said to be the three most significant motivators, according to a study titled "Gender Inequity Reasons and Its Impact on Staff Efficiency of Travel Agencies: The Case of Travel Agencies in Isfahan City." A severe gender gap was also seen in the statistics, which is a sign of machismo in the workplace Channar et al. (2011). Ganji and Joshi (2020) evaluated the issues faced by 446 Swedish women working in academic, medical, and industrial settings in a research titled "Assessing the Culture of the Women's Labor Organization." The findings of this study demonstrated that gender attitudes affect female employees in more masculine work environments more than those in more feminine work environments. Employee unhealthy habits and workplace discrimination are contentious issues that have not gotten much attention. Gender disparity has serious repercussions on employees as well as the respectability of the workplace. For instance, if university employees feel that their gender stops them from developing in their jobs, they may act unhealthily against the corporation by protesting or using retaliatory measures.

Workforce Discrimination and Its Impact

Employers who treat their employees unfairly on the grounds of their race, gender, nationality, sexual orientation, or age are considered to be discriminating against their workforce. Internal discrimination in organizations is the practice of treating employees unfairly based on their gender, age, race, or other qualities (Hasmath, 2015). According to Tesfaye (2011), treating people unfairly inside a company can be harmful and have a negative effect on a variety of factors, including performance, motivation, and satisfaction. Non-neoclassical group theories claim that this phenomenon, which frequently affects people of all racial and gender backgrounds equally, is the cause of unequal workplace conduct among employees. There is still an upsurge in racial and gender discrimination, according to recent employee polls (Triana et al., 2015). Positive results are anticipated from reducing prejudice through strict procedures at businesses. According to Boone-James et al. (2013), the researchers have looked at the fact that due to poor qualification levels, many employees do not understand their rights related diversity management. In order to ensure compliance with labor regulations, it is the responsibility of the human resource management to ensure there is no discrimination based on any grounds within the firm. This needs to be minimized both throughout the recruitment and selection process and during regular business operations. The performance of employees and workplace discrimination have been demonstrated to have a strong and adverse link. In their investigation into the effects of discrimination, Ensher et al. (2001) discovered a detrimental effect of workplace discrimination on employees' satisfaction, which further impairs their performance.

Gender Discrimination in Nigeria

Nigeria became an independent nation in 1960, and it became a republic in 1963. The population of the state is diverse, representing a variety of racial and religious beliefs as well as political ideologies. Despite the fact that workers, particularly women, frequently experience discrimination due to their gender, their religion, or the fact that the nation is patrilineal, the workplace environment in Nigeria does not represent the state's secular constitution. Gender discrimination prevents the employee from being appointed to positions of responsibility or leadership. Each person has unique talents and the ability to succeed, but in order to show their leadership potential and do their best work; they usually require a supportive work environment. Definition of gender discrimination: The intentional deprivation of a person's rights (political, family, social, and economic) that may have made them positively contribute to the growth of the organization and the society at large (Igwe, 2022). This is why, in both public and private enterprises, where it exists, gender discrimination is viewed as a phenomena that has detrimental effects on the growth of people and organizations (Olomola, 2008). The Federal Republic of Nigeria's 1999 Constitution declares that non-discrimination and gender equality are the cornerstones of society advancement and acknowledges the negative effects of gender discrimination. Section 42(1) of the same Constitution states that no citizen of Nigeria, regardless of community, ethnic group, or place of origin, sex, religion, or political stance, shall be subjected to any kind of

discrimination for any reason. The discrimination against Nigerian women in any form is prohibited by the Nigerian constitution. According to Okegbola (2010), the Nigerian Constitution which displays a desire to uphold patriarchal customs, is the problem. This is due to the fact that the word "he" appears 235 times throughout the constitution, compared to just two instances of the term "women." In addition, the Federal Government of Nigeria (FGN) implemented a strategic employment policy that includes funding for gender sensitization training in both the public and private sectors to address the issue of gender discrimination. Through massive mobilization, these projects seek to break down old attitudes and preconceptions about women's labor and raise public awareness of the value of women's engagement in both the official and informal sectors. Nevertheless, despite the appointment of women to the position of permanent secretaries, all government initiatives at the federal, state, and local levels have been ineffective (starting in 2000 and in accordance with affirmative action). A cursory examination of the gender distribution of the workforce reveals that less than 14% of all executive positions are held by women in Nigeria, while 25% of federal public service employees are female (Igwe, 2022).

Women are allegedly employed largely in lower-status occupations despite having a greater population and higher educated credentials than men. It was argued, in a discussion of the causes and effects of gender discrimination against women in management, politics, and social affairs, that although the Federal Republic of Nigeria's 1999 Constitution guarantees equality and against discrimination between the sexes, in practice the gap between the two is quite large and appears to run parallel (Olomola, 2008). In Nigeria, whether in the public or private sector, promoting gender equality of men and women as a strategy for sustainable development is a worthwhile endeavor because research has proven that advancing any society's growth does not favor one gender over another. This is because the allocation of power between men and women in many contemporary countries frequently exhibits little to no gender difference. As of 2019, there were 9794 civil workers working in the local government areas of Oyo State; men made up 67.9% of those, while women made up 32.1%. (Report on staff screening and personnel verification for local government regions, 2019). All of these demonstrate the pervasiveness of gender discrimination, especially against women, in all spheres of life. Discrimination is generally illegal regardless of whether it is based on sex or gender or both sex and gender (Dilrukshi & Ranasinghe, 2021).

Assessment of Gender Discrimination on Job Performance

Gender biases also affect women's ability to advance within the organization, gender discrimination can also be observed in the performance evaluation feedback women and men receive, the factors contributing to women's relatively lower representation in senior leadership roles and the opportunities women receive for career development (Dilrukshi & Ranasinghe, 2021). Employee performance is one of the most crucial aspects to consider when assessing an organization's ability to accomplish its stated goals and fulfill its mission (Jain, 2008). Performance is simply defined as the "degree of work completion that constitutes an employee's employment." They referred to performance as the impacts or outcomes of a person's actions during a given time period (Shahzad, et al., 2010). It entails actions taken to accomplish organizational goals. The performance of an employee also serves as evidence of their level of adherence to job requirements. Performance is typically measured by production. To put it another way, someone's performance suffers when they put a lot of effort into a task but receive little in return. When referring to a job's performance, it's important to remember that it encompasses all of the abilities and tasks that employees used to carry out their responsibilities. Consistency, involvement, adaptability, and mission were identified by Denison and Mishra (1995) as the four characteristics of employee performance in organizational culture. These characteristics are also significant predictors of other efficiency criteria, such as employee satisfaction, quality, and overall performance.
According to research, in order to get the most out of employees' contributions to the success of their organizations, businesses need to manage their human resources well. Also mention that controlling and enhancing employee performance is crucial for accomplishing an organization's overall goals because it directly affects productivity and success (Agbalajobi, 2010). The level of performance of employees is affected by a number of variables, including pay raises, performance evaluation processes, job security, job satisfaction, opportunities for training and development, organizational structure, and others. A study by Truman, (2008) found that factors including extrinsic and intrinsic rewards, carefully worded job descriptions, and the detrimental effects of gender discrimination have no effect on worker performance. Paying employees for their labor is one way that companies and employees exchange

services related to human capital. Promotions and other non-monetary exchange methods are also possible. A higher job level results from promotions. According to the justification presented above, women are more likely to earn fewer promotions and occupy lower job levels in exchange for the same labor services since they have less human capital (Truman, 2008). It was also found that achieving racial and gender equality and organizational justice are two notions that are closely associated. To improve attitude and performance, employers should make hiring decisions based on an individual's personal qualities (Irfan, et al. 2009). Equal employment opportunities and a discriminatory workplace are closely correlated with female employees' performance, perceived career progress, and comfort at work (Alanzi, 2009).

Taylor (2008) claims that evaluating employee performance is a means for figuring out whether or not employees are treated fairly and for demonstrating whether or not management is biased or impartial. Employees might not place a high level of priority on the current disparity between their efforts and rewards in the form of distributive justice because they think the company will most likely convert the current exchange association into a justifiable effort-reward ratio in the future (Hofstede, 1984). Job happiness, job performance, and attendance were all seen favorably by the justice system. Individuals who scored lower on power distance exhibited bigger impacts than those who scored higher on power distance, regardless of where they placed on the personality characteristics (Lam, et al. 2002). According to studies, it is the role of the leaders to establish an environment at the workplace that is fair, reciprocal, and meets the needs and expectations of everyone. This will result in improved employee performance and a more successful firm overall (Gadot, 2007). Furthermore, resolving employee grievances will result in subpar performance if line managers discriminate while doing so (Bramer, 2015). What is considered to be a more immediate cause is social closure brought on by discrimination against women or minorities? Once other factors have been taken into account, a source of workplace inequality is recorded in statistical residuals (Roscigno et al. 2007). Organizational traditions and norms have a big impact on how employees behave at work (Irfan et al. 2009). It may be possible to partially explain variations in the impacts of procedural justice (perceived fairness of the results employees obtain) and distributive justice by changes in workers' preferences for detailed incentive allocation criteria, such as equity vs equality (perceived fairness of the methods used to determine those results) (Lam, et al. 2002). It is important to note that if there is any form of discrimination against a person of any gender, it is to be expected that their emotional state will change, which typically affects both their performance and capacity to advance in the job.

The effectiveness of a company's workforce has a significant impact on its development (Jain, 2008). The definition of "performance" by Shahzad et al. (2010) states that "Performance refers to the consequences or impact of an individual's activities over a given time range." Employee performance in an organizational culture is characterized by consistency, engagement, adaptability, and mission. Additionally, these traits have a strong correlation with other efficiency metrics, including staff happiness, quality, and overall performance (Denison & Mishra, 1995). The idea of a gender performance can substantially assist in the creation and maintenance of gender identities and gendered power dynamics in the workplace. According to research by Khera (2010), in order to get the most out of employees' contributions to the success of their organizations, businesses need to manage their human resources well. According to Shahzads et al. (2010), managing and enhancing employee performance is crucial for accomplishing an organization's overall goals because it directly affects the success and productivity of the latter. Employee performance is influenced by a number of factors, including pay raises, performance evaluation systems, job security, job satisfaction, training and development opportunities, organizational structure, and others. On the other hand, a study by Qureshi, Zaman, and Shah (2010) found that there are no factors, such as intrinsic or extrinsic rewards, well defined job descriptions, or the adverse consequences of gender discrimination, that have an impact on employee performance. Employers and employees exchange human capital services in part through salary payments. Promotions and other non-monetary exchanges could also occur. Job levels increase as a result of promotions. Because they have less human capital, women should expect to receive fewer promotions and hold lower-level positions in exchange for the same labor services, according to the argument presented above. Organizational justice is primarily concerned with ensuring equitable treatment between different genders and races, according to Bramer, Andrew, and Rayton (2005). This conclusion is further supported by the fact that measuring employee performance strongly correlates with organizational justice. Employee selection should take individual disposition into consideration in order to improve employee attitude and performance (Alanzi, 2009). Equipped with equal employment opportunities and a welcoming

workplace, female employees perform better, perceive their careers as growing, and feel more at ease at work (Irfan, Hussain and Yousaf, 2009).

Employee performance reviews, according to Taylor (2008), are a technique to check for fairness in management and show whether or not management is prejudiced. Employees may have low preference for the current disparity between their efforts and rewards in the form of distributive justice because they believe the organization will most likely convert the current disparity in the current exchange association into a justified effort-to-reward ratio in the future (Hofstede, 1984). Justice perception was positively connected with job satisfaction, job performance, and attendance regardless of one's position on the personality traits. Greater effects were seen in people with lower power distance scores than in people with higher power distance scores. Lam, Schaubroeck, and Aryee (2002). According to Gadot's (2007) research, it is the role of the leaders to foster an environment at work that is fair, reciprocal, and responsive to each individual's needs and expectations. This will boost employee productivity and the performance of the firm as a whole. According to Harris et al. (2008), resolving employee grievances by line managers in a discriminatory manner will result in subpar performance. Which cause is thought to be more directly responsible for social closure-discrimination against women or minorities? once other factors have been taken into account, an explanation for workplace discrepancies that is shown in statistical residuals (Roscigno, Garcia, and Bobbitt-Zeher, 2007). The customs and conventions of the organization greatly influence how employees conduct themselves at work (Irfan, Hussain and Yousaf, 2009). Differences in workers' preferences for meticulous reward allocation policies (such as equity versus equality) may help to partially explain differences in the effects of procedural justice (the perceived fairness of the results employees receive) and distributive justice (the perceived fairness of the processes used to determine those results), even though these are not the only factors influencing justice perceptions (Lam, Schaubroeck and Aryee, 2002). In Phillips, the Supreme Court ruled that both male and female parents should be held to the same standards, but that conflicting home responsibilities may have a greater impact on women's professional performance than on men's. Therefore, it is clear that, in contrast to the benefits instances, pregnancy and childrearing were problems the Court struggled to overcome (Lens, 2003). As a result, it is stated that a positive company culture and a welcoming work environment are necessary for creating an environment where female employees feel motivated and comfortable (Irfan, Hussain & Yousaf, 2009).

Conclusion and Recommendations

Organization's success is largely influenced by a variety of elements, with the company's human resources ranking among the most important. Because of this, it is crucial that employers take good care of their staff members so they may give their all and work diligently to achieve the organization's goals. As long as employees feel as though their fundamental rights are being violated, gender discrimination will continue to be a problem that prevents them from reaching their full potential. A country cannot grow without the full involvement of both genders. In line with the 2030 Agenda's fifth sustainable development goal, women must no longer face violence and discrimination and must have equitable access to all possibilities. The performance of employees would vary accordingly, and they would be more motivated and satisfied at work if there was a proper gender discrimination policy in place in the organizations. Due to decreased productivity and increased stress levels, discrimination of all kinds negatively impacts employees' levels of satisfaction and performance. The study therefore recommended the following:

i.   It is important to regularly review anti-discrimination policies to determine how effective they are in actual use. This should be ensured in both private and public organizations, with a concentration on the former, to make sure that all enterprises are successfully executing the constitution's policies while being closely supervised.

ii.   Employers should be informed about the advantages of gender equality for their business and encouraged to adopt these views so that the outdated beliefs that are currently held can be replaced with ones that promote the growth of employees and the business, rather than utilizing the labor of the workforce for the organization's own gain. In terms of gender equality, management is crucial. It is inevitable that the personnel at the other levels will adopt their perspective and dedication to promoting gender equality at work.

iii.   Management should be dedicated to taking every possible step to reduce gender inequity at work. The university system should conduct an investigation into and make any necessary corrections to the informal organizational culture, which includes tacitly anti-women behavior, rituals, and traditions. The university system should research the strategies that support women's advancement in the workforce so that they can be clearly defined. It should be aware of the advantages and disadvantages of an organization's programs and policies.

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