



NEAR EAST UNIVERSITY
INSTITUTE OF GRADUATE STUDIES
DEPARTMENT OF BUSINESS ADMINISTRATION

**AN INVESTIGATION OF THE EFFECT OF GENDER
DISCRIMINATION ON THE PERFORMANCE OF EMPLOYEES IN
AN ORGANIZATION (ECO – BANK LIBERIA LIMITED)**

MBA THESIS

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Nicosia

February 2023

ALETA CECE GEEKOR
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(ECO – BANK LIBERIA LIMITED)

MASTER

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February 2023

Approval

We certify that we have read the thesis submitted by Aleta Cece Geekor titled “**An Investigation of the Effect of Gender Discrimination on the performance of Employees in an Organization (Eco – Bank Liberia Limited)**” and that in our combined opinion it is fully adequate, in scope and in quality, as a thesis for the degree of Master of Business Administration.

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Declaration

I hereby declare that all information, documents, analysis, and results in this thesis have been collected and presented according to the academic rules and ethical guidelines of the Institute of Graduate Studies, Near East University. I also declare that as required by these rules and conduct, I have fully cited and referenced information and data that are not original to this study.

Aleta Cece. Geekor

...../...../.....

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Acknowledgments

There is a saying, “Whatever you choose for a career path, remember the struggles along the way are only meant to shape you for your purpose”. With all the challenges and trying times I have experienced, I have been a heroine in telling my story, my success story in the end. I have learned that sometimes you need to feel the pain and sting of defeat at the beginning, to activate the real passion and purpose that God predestined inside of you. I am much grateful to God for everything and every moment. My life and paths are testimony to the almighty God for showing me his kindness and graces and for keeping me alive through my shortcomings. I want to use this opportunity to acknowledge the constant support, guidance, and instructions given to me throughout the writing of this thesis by my vibrant and hardworking advisor and dean, Professor Dr. Serife Eyupoglu. I am thankful for all the help and pieces of advice over the course of writing this thesis. She has always been there, ready to listen, instruct, and advise on what I had to say and what I needed to do as well. This has helped me grow academically and physically. Thank you, Dr.

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Aleta Cece Geekor

Abstract

An Investigation of the Effect of Gender Discrimination on Employees' Performance in an Organization – Eco – Bank Liberia Limited

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The purpose of this study was to investigate the effect that gender discrimination has on the performance of employees at one of Liberia leading commercial Banks, Eco – Bank Liberia limited.

Method - The quantitative research design was used for this study. The study chooses to use this design because the researcher collected primary data by means of questionnaires from 278 respondents of Eco–Bank Liberia limited and SPSS 22 was used for the data analysis.

The study found that a negative significant correlation exists between employee performance and Gender discrimination.

The result of the study also shows that employee productivity is influenced by gender discrimination.

The study recommends the following based on the findings of this study: Since Eco – Bank is a commercial institution, and they want to maximize profit, they should put in place a system that will curtail or prevent discrimination in the bank so as to avoid losses to the bank due to careless attitude of employees who feel discriminated and might want to take a huge sum of money and run away. Liberia as a country is suffering from brain drain and the best brains are needed in financial institution so as to put forth suggestions that can increase the profit of the institution, they should avoid discrimination gender discrimination in hiring so that they can attract the best brain that will move the institution forward in term of policies and other areas

Keywords: Gender discrimination, Employee Performance, Liberia, Banking Sector

Özet

Bir Kuruluşta Cinsiyet Ayrımcılığının Çalışanların Performansı Üzerindeki Etkisinin İncelenmesi – Eco – Bank Liberia Limited

Aleta Cece Geekor

MBA, İşletme Bölümü

Şubat, 2023, 80 Sayfaları

Bu çalışmanın amacı, Liberya'nın önde gelen ticari bankalarından biri olan Eco – Bank Liberia limited'de cinsiyet ayrımcılığının çalışanların performansı üzerindeki etkisini araştırmaktır.

Yöntem - Bu çalışma için nicel araştırma deseni kullanılmıştır. Araştırma bu tasarımı kullanmayı seçiyor çünkü araştırmacı birincil verileri Eco–Bank Liberia limited şirketindeki 278 katılımcıdan anketler aracılığıyla topladı ve veri analizi için SPSS 22 kullanıldı. Çalışma, çalışan performansı ile Cinsiyet ayrımcılığı arasında negatif anlamlı bir ilişki olduğunu bulmuştur.

Çalışmanın sonucu ayrıca çalışan verimliliğinin cinsiyet ayrımcılığından etkilendiğini göstermektedir. Çalışma, bu çalışmanın bulgularına dayanarak aşağıdakileri önermektedir: Eko-Bank ticari bir kurum olduğundan ve karı maksimize etmek istediklerinden, kendilerini ayrımcılığa uğramış hisseden çalışanların dikkatsiz davranışları nedeniyle bankanın zarar görmemesi için bankada ayrımcılığı azaltacak veya önleyecek bir sistemi devreye almaları ve yüklü miktarda para alıp kaçmak isteyebilir.

Bir ülke olarak Liberya beyin göçünden muzdarip ve kurumun karını artırabilecek öneriler ortaya koymak için finans kurumunda en iyi beyinlere ihtiyaç var, işe alımda cinsiyet ayrımcılığından kaçınılmalıdır ki en iyi beyni çekebilsinler. kurumu politikalar ve diğer alanlarda ileriye taşıyacaktır.

Anahtar Kelimeler: Cinsiyet Ayrımcılığı, Çalışan Performansı, Liberya, Bankacılık Sektörü

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List of Abbreviations

GDP	Gross domestic product
EU	European Union
GBV	Gender Based Violence
HDI	Human Development Index
CIPD	Chartered Institute Personnel Development
PTSD	Post-Traumatic Stress Disorder
WHO	World Health Organization
FGM	Female Genital Mutilation
CEO	Chief Executive Officer
NIH	National Institute of Health
ECOWAS	Economic Community of West African States
CBL	Central Bank Liberia

CHAPTER 1

In this chapter, the problem statement of this study, the aim, the research question, the importance of the study, and the limitations of this study are discussed.

Introduction

Nearly half of the global labor force is concentrated in industries where at least 80% of workers are of the same sex (Melkas & Anker, 1998). Men have nearly seven times as many jobs outside of agriculture as women do. This phenomenon exemplifies the rigidity of the labor market, which leads to a fall in the number of available jobs, especially for women, and therefore to a decrease in economic efficiency (Mass & Gonzalez, 2011). Without a question, women make up a significant portion of the emotional and intellectual resources of any civilization. This huge amount of money is crucial to the economic and social growth of their nation. Growth in industry and the economy, increased access to public education, a higher proportion of women enrolling in higher education, delayed marriage, rising living expenses, and government encouragement of women's workforce participation have all contributed to a growing number of female workers in recent years. More than half of any country's GDP is generated by the service sector (Li & Fang, 2014).

Banks, as a subset of the business community, play a crucial role in the national economy. In the United States, like in many other nations, women have significant sway in the field of education. In spite of the fact that women make up the majority of the labor market, many forms of bias are still experienced by women working in higher education. No of their background or credentials, women may face discrimination or unfair treatment in areas like as pay, perks, promotion prospects, and scheduling (Woodhams et al., 2015). Patriarchal cultures are largely to blame for the widespread prevalence of workplace sexual discrimination in several nations and localities. Through measures and federal laws to defend women's rights, and benefits, gender discrimination against women in the workplace remains pervasive. Women aren't the only ones who face bias at work; males experience prejudice as well (Woodhams et al., 2015).

The workplace's decorum suffers as a direct result of gender disparity, which is a problem for both employees and employers. Some university employees, for instance, may take harmful actions as a form of protest or retaliation when they feel

their gender is a barrier to advancement in the workplace (Ambrose et al., 2013). These destructive practices might include stealing from the university, taking excessive emergency leave at busy times, avoiding particular jobs, and spending time on other things that are counterproductive. Emotional ties to or open lines of contact with one's institution may have a significant impact on an employee's harmful behavior at work, as well as on how they see instances of discrimination based on gender (Balogun et al., 2016).

According to the most recent report from the World Economic Forum, the Gender Disparity Report 2016, the worldwide gender difference in education, economic opportunity, and politics has decreased by 4% in the previous decade, while the economic gap has decreased by 3%. The research emphasizes that if the current rate of progress is maintained until 2133, the globe would still be economically unequal. The workplace is a particularly egregious example of gender inequality. Statistics show that women are more likely to work part-time, be employed in lower-paying jobs, and never reach management levels. European Union (2014); Arulampalam et al. (2007). There is evidence that discrimination against women contributes to the gender gap in the workplace. Several researches confirm that decision-makers engage in implicit bias towards women (Koch et al., 2015). Several of them have dug more into the connection between sexism in power structures and discriminatory policies.

According to one experiment conducted by Masser and Abrams (2004), male candidates were more often recommended over female candidates for management positions if participants had higher scores in hostile sexism. Despite the fact that there is overwhelming evidence linking sexism and prejudice against women in the workplace (Stamarski Et al., 2015). The mechanisms through which sexism leads to prejudice are poorly understood. This is a pressing issue even now since the answer runs counter to the anti-discrimination policies advocated by today's cultures. In reality, many developed industrialized nations have enacted rules and institutional procedures to address gender discrimination in hiring, promotions, and workplace placement. In the United States, for instance, anti-discrimination legislation in the workplace was based on the Equal Pay Act of 1963 and the Civil Rights Act of 1964. Both the EU Treaty and the EU Charter of Fundamental Rights include measures that work to ensure that women and men are treated equally in all spheres of society and

that discrimination based on any factor, including gender, is prohibited. All EU member nations are obligated to follow these rules (Burri & Eijken, 2014). In this regard, some nations have chosen to pass a separate gender equality act, while others have incorporated legislation on equal treatment of women and men into broader anti-discrimination laws (such as Austria, Bulgaria, Czech Republic, Germany, Ireland, Poland, Slovenia, Sweden, and Great Britain) (e.g., Spain).

Countries in the Asia-Pacific region have enacted similar legislation, with some including gender equality into broader anti-discrimination laws (such as Australia) and others passing laws specifically targeting discrimination against women (e.g., Japan, the Philippines).

Inequality between the sexes is widespread over the world. When we consider all the ways in which men and women are treated differently economically, we find that women continue to earn less than men in the formal work sector, are more likely to be poor, are less likely to participate in the formal work sector, and perform a disproportionate share of the domestic work. Lower female representation in elected office and lower female representation in political and corporate appointments are two aspects of political gender inequality. There are many facets of social gender disparity that are unfavorable to males while others are unfavorable to women. (Verniers & Vala, 2018).

As a whole, males have a higher risk of being violent, incarcerated, and disabled than women do; women are more likely to be the victims of domestic violence and sexual assault; and in certain nations, men have lower educational achievement than women do, while in others, the trend is reversed. Men have shorter life expectancies than women (65 vs. 69 years; CIA, 2010), and there is cause for alarm that many women are denied the chance to have children. Furthermore, males now outnumber females in the youth population, especially in China and India (113 and 117 males per 100 females, respectively, in the 0–15 age bracket) (CIA, 2010).

The costs of gender disparity may be estimated on a societal or even a global scale, despite the fact that many of them are ultimately borne by individual people. If people of both sexes aren't given the same chances to thrive, society loses out on the enhanced production and, by extension, well-being that would result from encouraging both men and women to reach their full potential.

Societies fail to realize the full potential of their members when they do not invest equally in the education and training of men and women; when they do not give men and women equal opportunities to engage in more productive forms of work; and when they do not give men and women equal opportunities to advance to more productive positions over time. (Verniers & Vala, 2018).

Statement of the Problem

Today, discrimination against workers is a significant problem in many firms throughout the globe, including those in Liberia. Liberia, as a developing country with approximately 5 million people, needs to address many challenges in order to meet the needs of its impoverished population and meet up with the advancement in technology, and bridge the gap in gender discrimination.

The workers become emotionally fragile as a result of gender discrimination, and employees who were formerly simple, peace-loving persons convert into individuals who are paranoid, suspicious, scared, and furious. The elimination of gender discrimination is essential to ensure that workers are happy and motivated, that they are committed and enthusiastic, and that they experience less stress. (Channar., et al 2011)

Liberia is not devoid of difficulties in any way. The term "gender-based violence" (GBV) refers to an issue that is pervasive and is often seen as a personal and domestic concern. The Liberia Demographic and Health Survey for 2019-2020 found that sixty percent of women aged 15 to 49 had suffered some kind of physical abuse, while nine percent had experienced some form of sexual assault. Help has only been sought by 42% of the women who have been the victims of physical or sexual assault at some point in their lives. People with disabilities often live in extreme poverty, and people continue to face discrimination and hostility both under the law and within their individual communities. Women's participation in political processes is still restricted, and people with disabilities frequently experience extreme poverty. In spite of these hurdles, USAID is continuing to promote and prioritize gender equality and social inclusion throughout its portfolio in Liberia. This effort is being carried out in collaboration with community partners. Gender and Social Inclusion Fact Sheet (2022).

The degree to which women and men are treated unequally in Liberia differs depending on factors such as status, geography, rural vs urban regions, and traditional traditions. Women in Liberia, on average, have a more difficult time gaining access to education, medical treatment, property, and the legal system than males do. Between the years 1989 and 1996 and again between 1999 and 2003, Liberia was ravaged by two terrible civil conflicts. The battles left Liberia in an almost unrecognizable state, with almost no functioning infrastructure and the deaths of thousands of people. According to the Human Development Report, Liberia is ranked 174 out of 187 countries, while it is ranked 154 out of 159 on the Gender Inequality Index. HDI (2017).

Objectives of the Study

The objective of this research is to make a substantial addition to our knowledge of key characteristics and factors of gender discrimination that are responsible for their impact on employee performance. The research will also illustrate the link between workplace discrimination and the productivity level of workers in a range of Liberian businesses, precisely the Eco-Bank Liberia limited.

The research is tied to these sub-objectives:

1. To determine whether gender discrimination is affecting workers' Productivity at Eco Bank in Liberia?
2. To know whether gender discrimination in Hiring is significantly affecting the job performance of workers at Eco Bank in Liberia, Monrovia?
3. To determine the level at which gender discrimination in promotion is influencing the job performance of workers at Eco Bank in Liberia, Monrovia?
4. To investigate whether Gender discrimination in facilities is influencing job performance at Eco Bank in Liberia, Monrovia?
5. To recommend a remedy to the problem.

Research Questions

- 1 Does Gender discrimination affect workers' Productivity at Eco Bank in Liberia?
- 2 Is Gender discrimination in Hiring affecting the job performance of workers at Eco Bank in Liberia, Monrovia?

- 3 Is Gender discrimination in promotion influencing job performance at Eco Bank in Liberia, Monrovia?
- 4 What is the relationship between Gender discrimination in facilities and job performance at Eco Bank in Liberia, Monrovia?
- 5 What mechanism can be put in place at the Eco–Bank to tackle the issues of gender discrimination should in case they exist?

Significance of the Study

This research will benefit senior executives of organizations and businesses, as well as anybody who seeks to enhance employee performance inside an organization by exerting influence gained from a position of authority and leadership. Additionally, this research will be useful to anyone who uses influence from a position of authority and leadership to impact employee performance. Additionally, it would be beneficial to companies and corporate leaders, in addition to the Eco Bank of Liberia. This study aims to find out how gender discrimination affects employee productivity and the variables that play a role in developing this relationship. The recommendations included in this study will be of assistance to organizations and their top executives in reaching their institutional goals and enhancing employee performance.

Limitations of the study

This research was limited to Eco–Bank Liberia limited. The study did not collect the entire sample size due to time, and there was no money to compensate the respondents so that the respondents could get the entire sample. Responses given by study participants used in this study might not reflect the view of every employees of the Eco – Bank, Liberia limited. The sampling size selection was limited to the quota sampling technique, which is a non- probability sampling technique. Finding from this research might not be applicable to other banks and countries because the policy might not be the same.

Definition of Terms

Gender discrimination occurs when a person is treated unfairly or unfavorably based on gender, regardless of whether or not the treatment is sexual.

Employee performance refers to how well a staff member carries out the responsibilities of their employment, does the needed tasks, and behaves while at work.

Organizational productivity describes the ability of an organization, institution, or corporation to deliver desired outcomes while using the least amount of energy, time, money, staff, and other resources possible.

CHAPTER TWO

This chapter is divided into 3 sections. The first section has related literature about Gender discrimination and employees performance. The second section is the theoretical framework, and lastly, and the third section is the research hypotheses

Literature Review

Discrimination based on a person's gender may manifest in subtle and overt ways. The effects of discrimination based on a person's gender persist throughout their lives and those of future generations. It is estimated that millions of women throughout the globe are subject to discrimination on the basis of their gender, including being excluded from formal education, health care, and economic possibilities, having their food supply restricted, and/or being threatened with physical (GBV). Women between the ages of 24 and 35 worldwide are 25% more likely than males to live in severe poverty, according to data from the United Nations. These problems are typically compounded in the world's poorest nations, where women already feel imprisoned or helpless due to poverty and violence. As a result, they face unequal opportunities and burdens in managing available resources. Examining the obstacles women face is a necessary first step in developing strategies to aid in their empowerment and turning the tide against inequality. Austin Fahy (10 February 2022)

Gender Discrimination

Disparaging or unfair treatment of someone because of their gender is known as discrimination. There is a higher likelihood of harm from gender discrimination being experienced by women and girls. As a result, individuals may have fewer career and income opportunities, be paid less for their labor, and face other disadvantages in their daily lives. Violence and sexual harassment against women and girls are also pervasive problems. The advancement of women and the elimination of discrimination against them is two major reasons why gender parity is crucial for the betterment of our world. Increasing parity between the sexes helps the economy expand and provides new job opportunities. Austin Fahy (10 February 2022). Discrimination based on a person's gender is damaging since it stifles their ability to express themselves freely.

Asian American women, trans and non-binary people of the American Indian and Alaska Native communities, women with disabilities, and trans women of color are just some of the members of our community who are marginalized because they don't conform to traditional gender norms.

This is problematic since many of these identities are already underrepresented in our society. Cissexism, which may be characterized as the hate, fear, ignorance, or erasure of transgender individuals, is a major factor contributing to the marginalization of those who identify as transgender, non-binary, or gender non-conforming. Sexism refers to any kind of bias, stereotyping, or discrimination based on a person's sex or gender that results in feelings of inferiority or confinement. There is a strong correlation between sexism and discrimination against women, especially trans women..(Stanford SHARE Title IX)

Interactions between individuals, as well as those that take place on the level of institutions or states, may both be sites of gender discrimination. It is possible that:

1. Discrimination may take many forms in the workplace, including not hiring or promoting someone, treating people differently, or paying them less due to their gender. All of these can be considered instances of workplace discrimination. Participation among peers may take the form of, for example, barring women colleagues from significant meetings. ZawnVillines (June 23, 2021)
2. Gender discrimination may take place in educational settings when young girls and women are discouraged or prevented from engaging in activities that have historically been dominated by males. Some examples of these activities include science, mathematics, and sports. Schools may also impose gendered clothing requirements, penalize students who do not comply to gender stereotypes, or neglect to discipline students for engaging in inappropriate conduct on the grounds that "Boys will be boys."ZawnVillines (June 23, 2021)
3. People are engaging in discriminatory behavior if they behave in a manner that prevents their partners from doing things on the basis of their gender in the context of partnerships. This might include preventing women from working, handling their own finances, or driving, for example. ZawnVillines (June 23, 2021)

4. Both sexual harassment and catcalling are unacceptable kinds of discrimination that should be avoided in public settings. People may report feeling uncomfortable as a result of these activities, which may also limit their ability to utilize public areas. This constrains a person's freedom in some way. ZawnVillines (June 23, 2021)
5. In institutions, such as organizations, governments, the legal system, and healthcare systems, rules may be enacted that discriminate against specific genders, either purposefully or accidentally. This can happen in both the legal system and healthcare systems. Examples of such laws include those that encourage the continuation of gender-based violence, those that penalize individuals for expressing their gender, and those that put some groups at a financial disadvantage. ZawnVillines (June 23, 2021)

Concept of Gender

Numerous types of research have demonstrated that the concept of "gender" is not commonly synonymous with "female concerns." The concept of "gender" refers to the expectations that society places on men and women regarding their respective responsibilities. Theodore (2003) states that "the term gender symbolizes males and females in a social situation and differences in attitude and obligations." This is quite close to what he says. According to O.O. Fayomi's own words (2005). On the other hand, gender issues appear to be similar with attempts to grasp the location, roles, obstacles, and significance of women in the lives of men in developing cultures, according to the literature. This is the case when comparing and contrasting gender issues and emerging cultures. Involved in the process of the organism's growth and development Even though a company has a large number of resources at its disposal, such as workers, machinery, materials, and financial capital, the personnel are still the most important asset. It has a sizeable influence on the accomplishment of the goals that play a role in the acquisition of a sustainable advantage over the competition. Every staff member's obligations are affected by the company's characteristics, which affect the company's characteristics. According to their research, researchers Nagaraju and Pooja found that wages had a considerable influence on employee performance at public and private sector banks in the state of Karnataka. Support for the idea has been proven, as this paragraph demonstrates.

The volume and quality of income, as well as the timeliness of output, presence, and attendance at work, as well as the efficiency and effectiveness of the task that is completed, all play a part in establishing how well someone succeeds in their chosen profession. The phrase "employee performance" refers to the extent to which a single individual or group can effectively carry out the obligations given to them by making efficient and effective use of the resources at their disposal.

It is essential to keep in mind that performance is the result of both the actions that individuals take and the ideas that they come up with. The employee's impression of their own performance is reflective of their general perspective on their own behavior as well as the contributions they have made to the success of the firm. The employee's tasks and obligations are expected to be carried out in line with the terms of their employment contract, and the employee is required to do so without fail. It is the responsibility of the worker to carry them out in a satisfactory manner (Arulraja & Opatha, 2013; 3).

Performance improves when equity-based high returns contribute to the effective management of an organization's resources. This is what the organization's strategies are all about: accomplishing its goals and objectives based on employee performance (Ricardo & Wade, 2001)

Companies often implement performance management systems in order to boost the productivity of their workforce. London's Chartered Institute of Personnel and Development (CIPD) released its book *Managing Performance* in 2005. It is a complete and integrated approach designed to assist organizations in achieving success by improving the performance of their people.

Gender Discrimination & Mental Health

Discrimination based on gender is a cause of stress, and just like any other factor that contributes to stress, it may have a direct impact on mental health. Research from 2020 Trusted Source refers to research in which women who reported experiencing gender discrimination in the previous twelve months scored significantly higher than other women on a depression screening instrument. In some circumstances, being subjected to prejudice may also result in feelings of anxiety as well as psychological damage. The authors of the study report contend that discrimination is a major contributor to the phenomenon known as the "gender gap" in the incidence of mental illness. The majority of mental health disorders, including

but not limited to the following, are more prevalent in women. The disorder of depression, is two times as common Respected and Reliable Source for Women. Eating disorders, which are four to ten times more common in women, include anxiety, post-traumatic stress disorder, sometimes known as PTSD, and binge eating disorder. (Harnois & Bastos, 2018).

Even though males are more likely to die by suicide, women are 1.5 times more likely to attempt suicide.

Some studies suggest that biological factors play a role in these variations for those who are designated female at birth. However, research has shown that in countries with more equality between the sexes, there are fewer gender variations in the prevalence of mental illness. It's likely that bias and unfair treatment are important contributors to these differences. Gender disparity is a risk factor for gender-based violence, according to the World Health Organization (WHO). There is a global prevalence of physical or sexual violence against women; 30% of women have experienced it at some time in their life (Trusted Source). Trans persons had a higher percentage overall (47%), and trans people of color, those who have done sex work, the homeless, and those with disabilities have an even greater rate. Abuse and assault of any kind may cause long-term psychological damage and add new, painful elements to the victim's life. Some of the consequences of surviving a sexual assault include becoming pregnant, getting an STD, or being shunned by society. WHO (9 March 2021).

Gender discrimination & Physical Health

There are both immediate and long-term consequences of experiencing prejudice based on your gender.

They consist of the following:

Sickness

There is evidence linking discrimination to negative health outcomes. In particular, women who have experienced sexual harassment at work are more likely to report poor physical health, according to a research published in 2018. Many long-term health problems, such as persistent pain, hypertension, and even diabetes, may be exacerbated by stress of any kind. (Harnois & Bastos, 2018).

Living Condition that is not Healthy

Discrimination based on a person's gender may also limit their access to resources vital to their health and well-being, leading to worse living circumstances. In the United States, for instance, women receive much less than men do for equivalent work because of the gender pay gap.

Women of race have a larger wage difference. Compared to males, women also have greater rates of poverty, lower levels of retirement savings, and higher levels of student loan debt. This not only adds stress, but also makes it harder to pay for necessities like healthy food, a roof over one's head, and medical coverage. As a consequence, there is health disparity, or unnecessary and unequal variations in health status between more and less advantaged populations. Villines (June 23, 2021)

Death & Injury

Violence is another type of discrimination that has serious effects on people's health. One such practice is FGM, or female genital mutilation. Among girls and young women under the age of 15, FGM refers to the practice of performing needless surgery to amputate one or both of the female genitalia. Some communities who perform FGM on their daughters do so in the mistaken belief that doing so would make them more chaste and marriageable.

Those who make it through the ordeal often suffer from chronic pain, blood loss, infection, and diminished sexual health for the rest of their lives. Problems arise for some, and they ultimately pass away. WHO (9 March 2021).

Gender Discrimination Effects on Health Care

Discrimination based on a person's gender has a significant impact on their healthcare experience, negatively impacting their waiting time, diagnosis accuracy, and overall satisfaction. There are several ways in which this impacts diagnosis and therapy.

Symptoms of dismissal: A 2018 review trustworthy Source found that clinicians were more likely to dismiss women's chronic pain as psychological, exaggerated, or fabricated than men's suffering. Because of this, some individuals may go without care or assistance. (Samulowitz et al 2018).

Diagnoses delayed or incorrect - Gender bias may cause doctors to misdiagnose patients or force them to wait years before providing a diagnosis altogether. It takes 6.5 months longer to identify intermediate hemophilia in girls than in men, and 39 months longer to diagnosis severe hemophilia, according to a 2020 article (Weyand & James, 2020). Despite the fact that women are more likely to recognize the signs of bleeding disorders like hemophilia, men are more likely to be diagnosed with these conditions.

Refusing to give care - Studies carried out in 2017 According to the findings of Trusted Source, cisgender women are commonly denied access to birth control by their physicians unless they have completed yearly pap screenings. Because it robs a person of their power to determine what occurs to their body and when, this sort of manipulation is immoral as well as damaging. (Delston, 2017).

Violence during Obstetric - This entails administering medical treatment to a woman who is giving birth against her will and without obtaining her permission. In addition, this word refers to both verbal and physical abuse that occurs throughout the labor process. According to the findings of a research that was published in 2019, Trusted Source discovered that out of 2,016 births that were observed taking place in Nigeria, Ghana, Guinea, and Myanmar, 41.6% of women were subjected to some kind of obstetric violence or abuse.(Bohren et al., 2019).

The majority of people who work in healthcare are women, however they are nonetheless subject to prejudice because of their gender. Ghebreyesus (2019).

For instance, a research that was conducted in 2019 by a Trusted Source on the British Medical Association discovered that the organization participated in pervasive discrimination against women. This discrimination included both bullying and sexual harassment.

In spite of this prejudice, medical professionals who are female are every bit as competent as medical professionals who are male. (Rimmer, 2019). Patients who had procedures performed by female surgeons, for example, had a 4% lower risk of dying within the first 30 days after their treatment, compared with patients who had procedures performed by male surgeons. (Wallis et al., 2017).

Gender discrimination and society

Discrimination based on gender is harmful to society as a whole because gender stereotypes put pressure on individuals of both sexes to conform to an ideal that is impossible to achieve. It begins in early infancy and continues all the way through maturity, robbing individuals of chances and experiences along the way. Discrimination against women and disparity between the sexes across the world have negative effects on several aspects of society, including the economy, education, health, and life expectancy.

Poverty and Gender Discrimination

Some of the most obvious ways in which discrimination based on gender hurts society are via the perpetuation of poverty and inequality. Across the globe, it is women that make up the bulk of the poor. Sixty percent to eighty percent of the world's food is grown by women, yet they typically have less access to the tools they require and even the food they raise. Increasing the number of women who can own property and get access to training and resources will help alleviate world hunger. Fahy(10 February 2022)

The spread of the COVID-19 epidemic has caused even more women to be forced into poverty. United Nations Women predicts that by 2030, 121 women for every 100 men would be living in severe poverty (on US\$1.90 or less per day). (Azcona et al., 2020).

Female employment and income have been hit especially hard by job losses caused by the recession. Lockdowns and slowdowns have struck the informal employment and services sectors hardest, where 740 million women throughout the globe find compensated labor. Fahy(10 February 2022)

Work Place and Gender Discrimination

While women's participation in the workforce, industry, and politics has increased, males still outnumber them. While they put in two-thirds as many hours as men, women only get 10% of the world's revenue. There is still a persistent gender gap in the labor market since women are disproportionately responsible for unpaid care giving and domestic duties. While 74% of males of working age were employed in 2020, just 47% of women were. This disparity has persisted since at least 1995. Though the number of women in parliaments throughout the world has doubled, it has only increased to 25%. Only 22% of cabinet ministers worldwide are women.

There are 18 nations where husbands may legally stop their wives from working, and 38 countries where employers are free to fire pregnant workers. Fahy (10 February 2022).

Impact of Gender Discrimination

In the context of the workforce, the term "discrimination" can be understood to mean the provision of an unfair advantage (or disadvantage) to members of a particular group in comparison to members of other groups. Although no law has ever attempted to define the term "discrimination" precisely, this definition can be understood (Channar et al. 2011) Despite the fact that there are policies in place that are intended to promote equality in the workplace, discrimination is still quite common. When compared to males, women continue to fall behind in terms of income, employment rates, and the variety of careers available to them. Even when factors such as education, age, position, and length of employment are taken into account, the difference between men and women's typical salaries ranges from 72 to 88 percent. There is a considerable income gap between men and women in the majority of nations, making it difficult for women to break through the "glass ceiling." According to a study that was conducted by Catalyst in the year 2005, "one in fifty-eight women were CEOs in the Fortune 500; an additional nine were CEOs in Fortune 501-1000 enterprises" (Daniels et al 2007). Additionally, women are more likely to be relegated to less lucrative but more percentage of work (i.e. healthcare and education). Women have for long time lower rate of employment; but, as a result of the economic downturn that occurred in the late 1800s, the percentage of women who are actively participating in the workforce has exceeded that of males.

It is possible for discrimination to take place at any point in the employment process, including but not limited to the stages of hiring, training, and compensation, as well as the stages of occupational segregation and termination (Hart,2007). The disadvantage often manifests itself in the form of discrimination in terms of work possibilities, including their rejection or limitation, as well as in terms of the perks associated with employment. As Akua and Cecilia have brought to light, discrimination is a nuanced and intricate phenomenon that may take on two distinct manifestations (2015).

Unequal (Disparate) Treatment - Intentional prejudice manifests itself here in the form of unequal treatment (sometimes written as disparate treatment).

For instance, it would involve employing or promoting one person over another person who is equally competent because to the individual's ethnicity, sex, etc., or paying a guy more than a girl to accomplish the same work just because they are a male.

Unfavorable Impact: According to Reskin (2008), a higher rejection rate for a minority group in an occupation is the result of an employment practice known as the "application of identical standards for everyone," which causes a greater disparity between the rates of rejection experienced by the majority group and those experienced by the minority group. "Adverse impact is what it is known as." This idea is the outcome of an employment practice effect that, at first glance, seems to be neutral or even inadvertent.

Various Aspects of Gender Discrimination

Employees are the organization's most valuable resource; without them, the company would never be able to meet its goals and objectives. Shantha (2019). Because of the gradual shifts that have taken place in the workforce with regard to race, generation, ethnicity, and gender, human resources professionals are facing an increasingly difficult situation in the workplace. These differences can sometimes lead to instances of discrimination within the organization. The practice of treating members of one group differently from members of another group is an example of discrimination, which is a kind of unfairness. Kundu (2013). It is statistically more probable for women to be discriminated against than for males. MacKinnon (1979).

In this day and age, experts have found a number of concerns with the performance of female workers. Médagbé et al (2008). Both Denissens and Saguy said that there is a direct influence of discrimination on employee performance and that demotivating people leads to a decrease in that person's performance at work. JermisittiparsertK .(2020).

Gender inequality is a problem that affects people everywhere, and it is widely acknowledged as such in many communities across the world. World Economic Forum's 2016 study on the gender gap found that the global gender gap in education and the economic gap had decreased by 4% over the previous decade, and by an estimated 3% over the preceding century. There is a pattern in which upper management, the majority of the time, prefers to choose a male applicant for

managerial positions over a female candidate. This is the case in most organizations. Mèdagbé et al (2008). Discrimination based on gender has a significant impact on the productivity of workers. Gberevbie et al (2014). Employee performance may also be affected by a number of other variables, including the attitudes of bosses, personal difficulties, financial incentives, and company culture. Akhtar (2014).

In the western world, the position of women has significantly improved over the last 150 years; nonetheless, inequality between men and women continues to persist. Amin (2015). Beginning in the 1970s and continuing into the 1980s, women's participation in the work force began to climb at every company. Lober (2018).

It was noted by Ridgeway that males had greater power and control in the workplace, as well as better jobs, income, and benefits, and possibilities for even better employment. The vast majority of the time, developing nations have shown any kind of prejudice in regard to remuneration when it comes to sharing their expertise and knowledge. If a woman puts forth a lot of effort and demonstrates that she is knowledgeable and skilled for a certain profession, but still earns less than a man does, then she is being discriminated against. Raza.(2013). The degree of prejudice has a direct influence on an individual's levels of motivation, commitment, and eventually performance. Channar et al (2011). There are several factors that contribute to the gender pay gap and discrimination in the workplace, including potentially discriminatory behaviors taken by employers, discrimination in remuneration for equivalent work, discrimination in hiring and promotion, and gender bias in advertising and marketing. Petersen & Saporta, (2004).

The history of gender discrimination in the workplace is marked by failed political tactics and unfair pay parties. It is the responsibility of employers to devise anti-discrimination initiatives and to cultivate an atmosphere in the workplace that is inclusive and fair. Bobek et al (2008).

Gender discrimination in Wage

The gender pay gap, also known as the "gender wage gap" or "the gender gap in earning," is the difference in hourly wages that exists between males and girls. Other names for this phenomenon include the "gender wage gap," "the gender gap in income," and the "male and female earning differential." Amin (2015). Human

capital and the marital threshold are two of the elements that contribute to the salary gap that exists between men and women. In the marriage market, women do not spend more time working after marriage since they are responsible for caring for their family, mirroring the gender gap in education and experience. Blau & Kahn (2000). The salary gap may be broken down into two broad categories: the micro-level pay gap and the macro-level wage difference. Workplace discrimination, lower pay, and less opportunities for advancement may all be understood better if we see women as a single, cohesive phenomena. At the individual level, women in the workplace are a varied and complex group whose composition is influenced by a wide range of circumstances. Khoreva (2011). Because of their increased commitments at home, the vast majority of married women give up their side jobs, which contributes to the income disparity between the sexes. Duarte et al (2010). There is a correlation between the pay structure and gender in the sense that women, on average, earn less money than males do.

According to the findings of many studies, there is a sizable gender disparity that might be attributed to gender-based discrimination by states. Whether or not the productivity of women varies more than that of males, on average, or whether or not it varies more than the average. There are also differences in wages between men and women when it comes to marginal earnings, which currently account for about 30 percent of the sum of the pay. This inequality may be explained, at least in part, by variations between men and women in terms of human capital and job characteristics; however, some of these disparities have not been explained. However, another part of this disparity is attributable to gender differences in the labor force. The gender gap in terms of full compensation seems to be lower than the gender gap in terms of salary differences. Abbas (2010).

Gender Discrimination in Hiring

The majority of the time, gender discrimination may be seen in the recruiting process. As an example, the government of China asserts that it is committed to achieving gender equality in the workplace; nonetheless, even the government's recruiting practices continue to exhibit significant amounts of prejudice. A researcher from Yaquiwang China who works for Human Rights Watch said in 2013 that "The Chinese authorities need to ban employment advertising that plainly discriminate against women." Gender discrimination refers to gender bias recruiting in the

workplace. The reason why the majority of companies have a preference for male applicants is because there are more reasons for it. Zhou et al (2013).

According to economic theory, prejudice may be explained by employers' imprecise knowledge about candidates' human capital, those that are relevant for the position, and the difficulty on a resume. Heckman & Vytlačil (1998). Employers look at a candidate's curriculum vitae, as well as their potential for employee productivity and the dangers associated with the work, before making a hiring decision. Therefore, companies choose ideal applicants by taking into consideration the candidates' gender, age, race, and any other relevant variables. In contemporary society, the roles that men and women are expected to perform at work are gendered. It is often believed that males have superior attributes of authority and leadership than women, in addition to a deeper level of dedication to their profession. Women have less chances than males have in many businesses and professions to turn a profit, and as a direct result, the percentage of unemployed women in the labor market is much higher. Abbas (2010).

Gender Discrimination in Promotion

When compared to male employees, female clerical workers are subject to prejudice when it comes to advancement opportunities. The findings indicate that growth opportunities for female clerks are limited and different in comparison to those available to male employees. (Daniel, et al 2014) They reached the conclusion that there is an inverse relationship between sex discrimination and the amount of work that employees are able to do. The efficiency of the female employees is negatively impacted due to the fact that they are not given promotions or administrative positions, which is discriminatory. In the organizational hierarchy, women, both white and visible minority, have a lower chance of getting a higher position at a lower level, and men who are visible minority also have a lesser chance of getting promotion at lower levels and higher levels in the organizational hierarchy (Yap & Konrad, 2009).

Gender Discrimination in the facilities

Because the infrastructure surrounding them was not constructed with their requirements in mind, a significant number of women and girls all over the globe lose out on chances that may help them enhance their quality of life. Women are less likely to be able to work or go to school since the roads are not well illuminated and

there are not enough restrooms. Girls are prevented from attaining their goals when they are forced to go on public transportation that is unsafe and where the risk of sexual assault and harassment is high. Numerous unfortunate and avoidable fatalities are the direct consequence of hospitals that were constructed with unreliable energy supplies and unsuitable maternity wards. When there is a shortage of resources for infrastructure, historically disadvantaged groups, including women and girls, are struck considerably harder as a result. They are forced to do tasks for which they are not compensated, and limited infrastructure makes their time poverty even worse. As a result, they have less options to seek careers or education and better their status. (Morgan, 2020).

Gender Discrimination and the Public & Private sectors

There has been a dramatic increase in the number of women working in the private sector over the last several decades, and this trend is expected to continue as public-sector employment grows. Research shows that a more diverse and inclusive bureaucracy improves both social and economic results. (Mukhtarova et al., 2021)

The Bureaucracy Lab released a weblog in 2019 that examined five significant statistics from the Worldwide Bureaucracy Indicators, a cross-national dataset on public sector employment and compensation, to better understand the issue of gender discrimination and the pay gap in the public sector. We've been working hard over the last two years to broaden the WWBI's focus, particularly on issues of gender parity. In addition to the previously listed information, here are five additional interesting bits. Gender parity in the public sector may be superior to that in the private sector, but we still have a long way to go before we reach equality. The necessity of public sector employees in delivering vital public services has been further highlighted by the COVID-19 epidemic. Understanding and addressing the intersections of gender, occupation, and economic empowerment is crucial to enhancing public sector representation, quality, and equality. Because of its widespread influence, the public sector may serve as a model for the private sector in advancing gender parity in the workplace. (Mukhtarova et al., 2021) Below are facts about the Public & private sectors:

Women continue to be overrepresented in public sector employment, compared to the private sector.

As a whole, women make up 46% of the public sector workforce and 33% of the private sector worldwide. New data on high and upper-middle-income countries shows that although women are outnumbered by males in the private sector in 130 countries, they are quickly gaining ground in the public sector, where they outweigh men in 55 nations. (Mukhtarova et al., 2021)

There is a robust relationship between a country's GDP and the percentage of its population that is female.

Many researchers have hypothesized that there is a U-shaped link between national income and the percentage of women working in the private sector, suggesting that at a particular income level, the percentage of women working in the private sector increases. Despite a trend toward declining female engagement in the private sector as income rises (Goldin 1986; 1995; Jayachandran 2020), the WWBI demonstrates a positive and statistically significant correlation between female participation in the public employment and earnings.

Women may be overrepresented in the public sector as a whole, but their presence is limited to a few fields and professions.

Women make up more than 70% of the workforce in the health care industry and more than 64% of the workforce in public education. There are fewer women working in public administration than men. Bias in task allocations that put women in lower-profile roles where they are less likely to progress is a major contributor to this gender gap. A World Health Organization survey from 2019 found that males continue to outnumber women in higher-status medical professions like doctors and specialists, while women are more likely to work in lower-status fields like nursing and midwifery. (Mukhtarova et al., 2021)

Working in the public sector often results in a higher salary for women than for males.

Although public sector workers in most countries earn better pay than their private sector colleagues, this pay gap does not exist between the sexes. Women working for the government are paid over 30 percent more than women working in the private sector. Compared to males, women earn 86% of men's salaries in the public sector and 76% in the formal private sector, as discussed in the prior blog

post. For women's rates of employment in the private sector, the opportunity costs of this are enormous. (Mukhtarova et al., 2021)

Even in female-dominated businesses, women face salary gaps.

One cause of the wage disparity between men and women is the fact that fewer women are working than men. However, even in highly female-dominated fields (such as education and nursing), women are disproportionately represented in low-paying service roles (women represent over 84 percent of the global supply of nurses while remaining a minority of doctors). Among 201 observations of gender wage premiums by industry, women get lower pay than males in 191 of those cases. For the fields of education and healthcare, the average worldwide gender pay gap is 14%, while the healthcare sector averages 20%, and public administration averages 21%. (Mukhtarova et al., 2021)

Equal opportunity for women in the public sector

Progress toward a more diverse and inclusive workforce may be measured in part by the number of women holding public sector positions. It is anticipated that the government would serve as a model for other sectors to follow in terms of fostering diversity and ensuring that women have equal opportunities in the workplace. Thus, fostering a more diverse workforce in public service may improve organizational effectiveness and lead to the development of policies and services that are more responsive to the requirements of the public at large. Although there is a wide range of variance, women make up a disproportionate share of the public sector employment (59.6%) across OECD nations. While between 69% and 71.3% of public sector posts in the Nordic nations (Finland, Sweden, Norway, and Denmark) were held by women in 2017, just 25% were held by women in Turkey. Gender parity in the public sector is close to being achieved in several countries, such as Mexico (51.5%) and Greece (48.2%). From 2011 to 2017, women's engagement in the public sector increased throughout OECD nations. For instance, between 2011 and 2017, the percentage of Japanese women working in the public sector rose by over 3 percentage points. In OECD nations, women make up 45.9% of the labor force overall, but 60.1% of the public sector. This is the case in every OECD country with the exception of the Netherlands and Turkey, where a smaller percentage of women work in the public sector. In nations like Finland, Sweden, Norway, and

Denmark, there is a 20-percentage point gap between the percentage of women who work in the public sector and the percentage who work overall. In addition, the greatest rates of female labor force participation are seen in these nations. Some essential public sector vocations, such as teaching and nursing, are historically considered "women's employment," which might account for the relatively greater female involvement in the public sector workforce. One of the OECD's main focuses is on eliminating discrimination against women in the workplace and expanding their opportunities in the public sector. Part of the shift toward more diverse, inclusive, and successful public sector workforces includes making it easier for women to enter and compete for leadership and decision-making roles (traditionally dominated by males). (OECD, 2019)

Gender Discrimination in Liberia

There has been some advancement made on the rights of women around the world. Despite this, there is still a long way to go until gender parity is achieved in Liberia. Thirty-five-point nine percent of today's twenty- to twenty-four-year-old women have been married or in a serious relationship before the age of eighteen. The adolescent birth rate decreased from 150.3 per 1,000 women in 2015 to 128 in 2018, a considerable drop. Only 11% of parliament seats were held by women as of February 2021. Women between the ages of 15 and 49 were more likely to report physical and/or sexual assault from an intimate partner in 2018 than males were. It seems that the bulk of these occurrences took place in the United States. On top of that, women and girls over the age of 15 spend 6.7% of their time on unpaid caregiving and domestic tasks, while men only spend 2.6%. In addition, barriers to sexual and reproductive health and rights are common among women of reproductive age (15-49). Although advances had been achieved by the year 2020, only 41% of women had their need for family planning met by modern technology.

Key labor market metrics, such as the gender wage gap and ICT proficiency, showed considerable discrepancies. As of the end of the year 2020, only 41% of the indicators that were required to monitor the Sustainable Development Goals from a gender perspective were available. In addition, there is a lack of comparable approaches for regular monitoring in a great number of sectors, such as those dealing with gender and poverty, physical and sexual harassment, women's access to assets (including land), and gender and the environment, to name a few. Filling up these

data gaps on gender is very necessary in order for Liberia to meet its gender-related Sustainable Development Goal obligations. (<https://data.unwomen.org/country/liberia>).

The Concept of Employee performance

The process of building a common worker knowledge about what is to be accomplished at an organization level may be seen as the amount of work that employee can do, which results to enhanced corporate performance if it is managed correctly and can be stated as follows: It is about connecting the goals of the business with the agreed-upon metrics, skills, and competence needs of the workers, as well as their growth plans and the outcomes that they give. When we talk about the performance of the employees, we're talking about good organizational performance (Iqbal et al., 2013). It seems that research is concerned with the same fundamental concept: employee performance.

Since the commencement of the industrial revolution, the idea of evaluating the performance of workers has been an essential part of both the practice and the philosophy of organizations.

The majority of the time, it is not quite obvious what specialists mean whenever they make reference to efficacy, which has resulted in uncertainties in interpreting the findings of their work. According to Armstrong (2001), performance may be defined as a pattern of behavior that demonstrates the manner in which individuals and teams within an organization get work done. According to the opinion of Mooney (2009), performance is not only tied to results, but it is also related to the actions and behaviors of staff members that they employed in order to attain their development objectives.

The unfortunate reality is that very few researches have attempted to provide a definition of employee performance. It is possible to achieve higher levels of performance and better employee performance via the efficient management of individuals working in teams (Potgieter, 2003).

The following is a listing of the four different approaches to employee performance:

The Goal Approach

The mechanical vision of an organization is where the goal approach came from; it is also known as the rational goal or goal-attainment method. This strategy is based on the idea that organizations are planned, rational, goal-seeking entities, and

that their primary purpose is to achieve one or more specified objectives. The output side is the primary focus of goal-oriented approaches, as is the question of whether or not an organization achieves its targets in terms of its preferred output levels. Goals are areas in which an organization has been directing their energy or anticipates directing their energy in the future (Gable, 2006). It is effective with regard to the goals and performance of its internal organizational structure. Maximizing one's profits while simultaneously improving one's efficiency is a common factor in goal achievement. The degree to which the objectives of different organizations can be compared in terms of their scope is the most important limitation of this approach. As a consequence of this, the process of consistently defining similar and realistically acceptable objectives among groupings of organizations is fraught with a great amount of difficulty and complexity. It is not always the case that the aims that a firm declares publicly as being its official goals coincide to the real objectives that the organization seeks to achieve. Therefore, the norms of social desirability that an organization supports are often what determine whether or not the group will achieve its official aims. It is possible that an organization's aims will change over the course of time due to the political mix of the organization. Because goals are dynamic, this means that they will probably change as time passes. In most cases, an organization's short-term objectives and their long-term objectives are not the same. To be more specific, goal-oriented organizations have a tendency to steer clear of more undesirable outcomes (Gable, 2006). It can be difficult to use goals as a measuring stick for employee performance when they are used as a standard. The goal-oriented approach presupposes that there is agreement on the goals. Consensus is generally not going to be reached inside an organization since there are often many different aims being pursued and a wide variety of interests being represented.

Approach Based on the System's Resources

In reaction to the goal approach, this method of measuring employee performance emerged. A company is seen as a complex, interconnected system by those who use the system resource approach. The business starts with the acquisition of inputs, continues with participation in transformation processes, and ends with the creation of products. This strategy places more weight on inputs than outcomes. Organizations may be thought of as networks of connected subsystems in the systems resource model (Cunningham, 2001). Organizations, it would seem, are entities that operate to live, while also competing for limited and valuable resources.

This theory postulates that a company may be broken down into a collection of interacting modules. There will be ripple effects across the system's performance if even one component isn't working optimally. The method's flaws stem from the fact that it relies on mean scores to evaluate performance. The problem with this strategy is that more resources gained does not always mean more efficient use. Additionally, it is difficult to define an optimal level of workforce efficiency across different businesses.

Approach Based on the Internal Process

A fixed perspective on output from the goal approach inspired the development of this method. The focus is on what's going on behind the scenes. Internal organizational health and efficacy are evaluated based on employee performance. According to the internal-process theory, efficiency, coordination, commitment, and employee happiness may all be improved by focusing on internal factors. With this method, you get credit for how hard you tried rather than the final result. Synergistic application of efficiency and effectiveness in process control may help an organization ensure its continued existence and growth (Potocan 2006). Like the system-resource method, the internal-process approach has been questioned by a subset of specialists who believe it cannot provide reliable measures of individual workers' productivity. As a method for investigating its presumed predictors, however, it is widely recognized. The internal-process method, like the system-resource approach, is most useful when assessing similar organizational results. The focus of this method is mostly on the workings of the body (Sharma, 2017).

Strategic Stand Towards Our Constituents

This focuses on the many different groups that are either directly or indirectly influenced by the firm and have vested interests in the organization (Sharma 2017). According to this way of looking at things, an effective organization is one that satisfies the requirements of the constituents in its surroundings from whom it must get support in order to continue existing. It evaluates how well the organization is able to serve a variety of strategic stakeholders, both inside the organization and outside of it. The strategic constituency method is perfect for businesses that depend heavily on their capacity to respond to customers' needs. It is possible to see the organization as a collection of different constituents, both internal and external, that navigate a sophisticated set of limitations, objectives, and referents (Henri, 2010).

Evaluation of Employee Performance

The many scholars also agree on the following measures of worker effectiveness:

Productivity Quality

When it comes to work output, quality always beats out quantity. Though it is true that an individual's success is reflected in how well they meet deadlines, the quality of the output must take precedence over that. Output quality evaluations are very contextual. What you measure and how you measure it will depend much on the nature of the business and the job in question. The elements of employment that are deemed essential for happiness have been shown to be remarkably consistent throughout studies, as argued by Gallie (2003).

But the rate at which work is rejected or redone is an important factor to think about. Talent management software allows you to get a better grasp on employee productivity via tools like onboarding for new recruits and 360-degree performance assessments for current employees. Management sets organizational goals to define success and direct staff activities; success is evaluated by the extent to which organizational objectives are met or exceeded. The most common measure of organizational success is the quality of its output. Nesheim & Olsen (2009) offer a set of six (6) characteristics to be used in assessing the quality of employment, including job stability, salary and fringe benefits, internal motivation system, work intensity, skills, and autonomy. Setting organizational objectives is beneficial in numerous ways: They operate as behavioral incentives, direct efforts, offer a rationale for the company's existence and actions, provide benchmarks for success, and prevent the pursuit of meaningless objectives. According to Friedman (2013), a positive work atmosphere improves not just workers' spirits but also the quality of their productivity. When an organization wants its personnel to strive toward its objectives, it must first make those goals obvious to them. Although there are official routes via which an organization may convey its objectives to its staff, one of the most efficient and direct methods is through managers and other individuals in positions of authority. Thus, supervisors may collaborate with their teams to set attainable objectives that contribute to the larger goals of the firm.

Efficient Workforce

The second criteria consider the efforts and results of the workforce as a whole. An efficient worker may achieve maximum output with little input from the employer. Few costly errors occur, deadlines are consistently fulfilled, and job quality is maintained. They successfully accomplish their intended purpose. When employees are given the freedom to make decisions and take action on their own, they are more likely to work efficiently, as pointed out by Childs (2009).

Try team evaluations as a means of gauging individual performance. Conducting a thorough assessment of a team's strengths and weaknesses may help in determining how well that team will perform in the future. You can learn a lot about an employee's performance that you wouldn't obtain any other way if you talk to the individuals with whom that person often interacts on the job. According to Childs (2009), employers should seek for actualizers who possess a variety of qualities that drive productivity. If this is what an employee strives towards, then the person is successful. The efficacy of a resource-based strategy may be gauged by looking from the very beginning of the process and seeing whether the organization successfully acquires the resources it needs to execute at a high level. Efficiency in securing valuable and difficult-to-obtain resources is the essence of employee performance. Inputs that are both inexpensive and of good quality (such as the raw materials) are one such example. (In many non-profits, it is difficult to track metrics like productivity or efficiency.)

Relationship between Gender Discrimination & Employee Productivity

The American workplace is the second most important location in people's lives, behind their homes. People work hard because they want to be seen as valuable members of society and because they want a chance at climbing the corporate ladder. The consequences of prejudice in the workplace, however, go well beyond a halted career. Discrimination and other sorts of harassment may be very taxing on one's body and mind, adding more difficulty to an already trying situation. (Etheridge, 2015)

The National Institute of Health (NIH) has published a research showing that workplace discrimination may have a detrimental impact on an employee's mental and physical health. Compared to those who have not been discriminated against in the workplace, those who have reported greater levels of psychological anguish and

health issues. The NIH analyzed the current and prior research to determine the possible mechanisms between discriminating perception and unfavorable health outcomes. According to the NIH's analysis of correlational data, racial discrimination is linked to smoking, whereas sexual harassment and bullying in the workplace (hostile work environment) are associated with excessive alcohol consumption. Some of the bodily repercussions include things like aches and pains, an increase in cardiovascular disease, breast cancer, obesity, and high blood pressure, all of which have been linked to stress. Depression, anxiety disorders, lack of self-control leading to angry behavior, and even suicide attempts are among mental impacts that may have an impact on an employee. Both the worker and the workplace might suffer from the perception of prejudice. When an employee loses interest in their job and begins engaging in unhelpful practices like coming late to work, staying late at the office, or not finishing their assigned responsibilities on time, this may contribute to a toxic work environment. The National Institute of Health conducted a systematic review of the literature and found evidence that perceived discrimination may be associated with negative mental and physical health effects. Leaders should do everything they can to create an atmosphere that helps employees value and appreciate their differences. (Etheridge, 2015)

It's also crucial that everyone on staff be familiar with and supportive of the EEO Process. The ability to communicate effectively is essential... If you are a manager, make it clear that your workers may come to you with any concerns they may have. Show the way by doing what you preach and incorporating diversity into your long-term strategies. Employee morale is boosted when different cultures are celebrated in the workplace. One of the benefits of a diverse workplace is a rise in individual productivity. Many organizational behavior studies have shown that encouraging a more diverse workforce has a positive effect on absenteeism and attrition. Cultural diversity offers several advantages in today's competitive environment and should be fostered at all institutions. In addition to attracting hardworking, fulfilled individuals, this strategy will help everyone in the company grow their skills and abilities. (Etheridge, 2015).

Human rights are basic freedoms that should be guaranteed to every person on earth, without regard to their color of skin, place of birth, language is spoken, sexual orientation, or religious beliefs. Human rights include, but are not limited to:

the right to life and freedom; the right to hold and express opinions freely, the right to be free from servitude and pain; the right to pursue gainful employment and education; and many more. Without exception, these privileges are available to everyone. (Sehrawat, 2020)

The Marxist theory of human rights stresses that the proletariat should not abandon their struggles for human rights even in a capitalist culture, and that the proletariat should use human rights well to advance their endurance and development circumstances as well as the progress of the society as a whole. (Chunde, 2018)

In today's capitalist world, the Human Rights Act guarantees that everyone is given the same opportunities to fully enjoy their human rights regardless of their skin tone, ethnic background, or place of birth. Discrimination on the basis of race, the color of one's skin, country, or ethnic origin is often cruel and unjust, and it may have a negative impact on a worker's performance and output in the workplace. Based on research by Sehrawat (2020)

The productivity of staff is affected by discrimination

Discrimination's monetary repercussions extend well beyond direct monetary costs, affecting such factors as employee output, the capacity to keep and attract talent, and even public perception and the firm's bottom line. Being treated unfairly is always painful. At the shell, clarity varies from time to time. The problem is that when prejudice of any kind exists in the workplace, it has a negative impact on morale, culture, and the environment. The result is usually a decrease in efficiency and prestige. This is why all major organizations have similar non-discrimination policies. Companies should not be forced to adopt such practices, but rather should do so out of their own will. (Elvira & Town 2002).

Motivation and Job Satisfaction

All employees are negatively impacted by discrimination in the workplace. The applicant's education and job performance should be considered when deciding on pay raises, promotions, and other perks. A worker's incentive to develop within the firm or perform to the best of his abilities is diminished if he consistently observes promotions being given on the basis of race, age, gender, or other bias considerations. (Etheridge, 2015)

Dedication, Loyalty, and Staff Turnover

Discrimination that persists in the workplace increases the likelihood that employees will quit their jobs. Although some employee turnover, such as the dismissal of underachievers, may be good to a company, a high rate of voluntary turnover indicates that the business is likely losing talented and competent employees. A company's productivity and bottom line take a hit when replacement employees must be enrolled and trained. A worker's dedication to his job suffers if he sees little opportunity for advancement within the organization. It's possible he hasn't looked, but an employee who doesn't plan to remain is always less committed to the organization than one who does. (Etheridge, 2015)

Reputation and Getting New Workers

Companies with a history of discrimination tend to have a negative image among the communities they serve. If a business treats some of its clients unfairly because of their race, for example, that's an obvious kind of discrimination. However, discrimination against customers might also occur behind the scenes. If the store's entrance is located at the top of a flight of stairs, for instance, customers who use wheelchairs will be unable to use the services offered by the business. Don't discount the influence that dissatisfied workers may have on your brand and ability to bring in new talent. Dissatisfied workers will complain to their loved ones, who may then decide not to join the firm. If prospective workers learn that your firm tolerates or even encourages discrimination, or if any of your current employees often express their dissatisfaction publicly, you can be sure that this will have a devastating impact on your ability to hire the best and brightest in your field. (Sehrawat, 2020)

Liability

Aside from being morally reprehensible, discrimination is also illegal. There are many laws in place to safeguard individuals against discrimination, including the Americans with Disabilities Act, the Nondiscrimination Act, the Age Discrimination in Employment Act, and the Genetic Information Act. When managers are forced to address a discrimination claim, productive time is lost. A small business may not have somebody on staff with experience with these situations, so they may have to pay for outside help to review the answer and summarize it. This may have a negative impact on profits even if the accusation is ultimately dismissed. (Sehrawat, 2020).

History of Eco-Bank

The private sector initiative that culminated in the founding of Eco-bank Transnational Incorporated (ETI) as a bank holding company in 1985 was supported by the Federation of West African Chambers of Commerce and Industry, with the assistance of the Economic Community of West African States. (ECOWAS). Eco-bank now has branches in 36 different African nations, making it the leading pan-African bank. Its presence in Africa is greater than that of any other financial institution. Angola, Benin, Burkina Faso, Burundi, Cape Verde, Cameroon, Central African Republic, Chad, Congo Brazzaville, Democratic Republic of the Congo, Côte d'Ivoire, Equatorial Guinea, Ethiopia, Gabon, Ghana, The Gambia, Guinea, Guinea Bissau, Kenya, Liberia, Malawi, Mali, and Mozambique are some of the countries that are currently being served by Eco-bank customers in West, Central, East Africa. The Group maintains a representative office in Beijing, as well as branches in Dubai, Johannesburg, and London that operate under a license. When it comes to banking needs, the Eco-bank Group is your go-to for all things in Middle Africa.

It caters to governments, financial institutions, global corporations, local businesses, SMEs, and people by offering wholesale, retail, investment, and transactional banking services.

The bank's long-term goal is to establish itself as a premier pan-African financial institution that aids in Africa's economic and social progress without compromising future generations. In order for Eco-bank to thrive in the long run, it must contribute to the progressive growth of the economies, communities, and ecosystems in which it is active. In 2012, the group developed a cohesive framework after adopting a more comprehensive approach to the topic of sustainability. This framework highlights sustainability within the context of the organization's operating model, bringing attention to the need of making the most of an organization's economic, social, human, and natural capital resources. This framework reflects the bank's commitment to preserving the environment and evolving into a socially responsible and globally minded financial institution. Additionally, this framework reflects the bank's worldwide perspective. (<https://www.ecobank.com>).

Incorporation of Eco-Bank Liberia Limited

On August 16, 1999, the bank was established as a private limited liability company and granted a charter to do business as a commercial bank. There are now nine (9) licensed commercial banks in Liberia as of June 10, 2021, with Ecobank Liberia continuing to serve as the market leader.

Throughout the country, our exclusive clientele may use any one of our nine (9) branches, many cash centers, over thirty-three (33) automated teller machines, or ninety (90) point-of-sale terminals operated by our bank. For the convenience of its clients, the Bank also maintains a network of more than 200 agent sites.

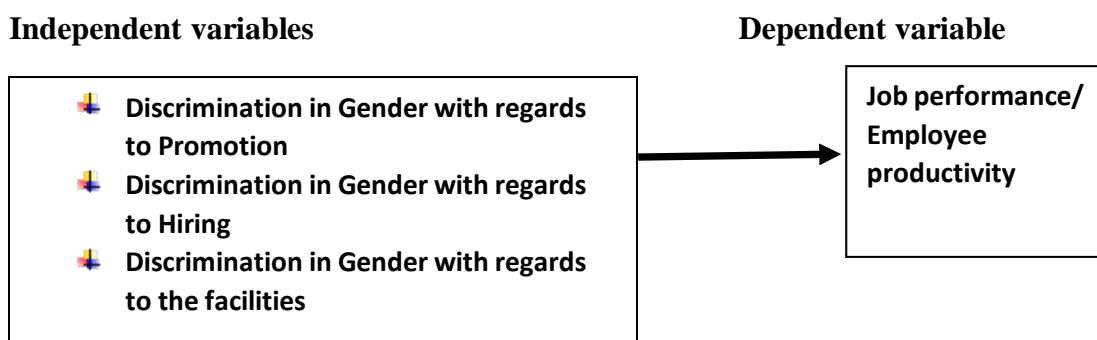
As of the end of 2020, Eco-bank Liberia (ELR) has assets of LR\$38,970,347,210. Eco-bank Liberia is a fully licensed financial institution under the supervision of the Central Bank of Liberia (CBL), and it is firmly dedicated to continuing to operate in compliance with the CBL's prudential criteria. (<https://www.ecobank.com>)

Theoretical Framework

According to the aim of this research, gender discrimination served as the independent variable that was investigated, and employee performance or productivity served as the dependent variable that was investigated. Figure 1 is a representation of the hypothesized correlations that exist between the aforementioned variables, and it serves as the theoretical framework upon which this investigation is founded.

Figure 1.

Conceptual framework



Source: Author, 2021

Research Hypothesis

Hypothesis 1a: Gender discrimination negatively affects workers Productivity at Eco Bank in Liberia

Hypothesis 1b: Gender discrimination in Hiring negatively affects the job performance of workers

Hypothesis 1c: There is a negative relationship between Gender discrimination in promotion and job performance of workers.

Hypothesis 1d: There is an inverse relationship between Gender discrimination in facility and job performance of workers.

CHAPTER III

Methodology

Introduction

Methodology and instrument that will be used in the process of carrying out this investigation are covered in this chapter along with its description. Both of these aspects of the research would be carried out in order to answer the research questions. In this chapter, we present the Research Design, the Participants/Population and Sample, the Data Collection Tools/Materials, the Data Analysis Procedures, and the Study Plan.

Research Design

The quantitative research design was used for this study. The researcher chooses to use this design because the researcher will collect primary data from the respondents of the assigned research area, which is Eco-Bank Liberia limited, and analyze it so as to determine the relationship between the study variables, which is Gender discrimination and employee performance or productivity. Statistical analysis will be done to establish that relationship.

Population

The population of this study is the 1,000 employees of the Eco – bank Liberia limited. According to Krejcie and Morgan, 1970 at a 95% confidence interval and 5% margin of error, the sample size for the 1,000 population is 278, which will comprise of employees in various positions in ECOBANK, Liberia, Top management, permanent staff officers, and contract staff. The research picked the study sample using a non-probability sampling method known as quota sampling. Due to the diverse location of the offices and the cost involved in going to all of the offices, the researcher divided the population into 6 quotas and randomly selects any 3 quotas as calculated. This sampling method is chosen because all branches of Eco bank in Liberia have similar characteristics. This research makes use of SPSS 22 to generate the graphs, tables, and run the correlation and regression analysis, and also to check the validity and reliability of variables.

Data Collection Tools

One of the most versatile methods of gathering information from a big or small sample size is the structured questionnaire, which will be used to collect data on almost every area of the research (Moore, 1987, cited in Olatokun and Gbinedion, 2009). This study's questionnaire was carefully adopted from Abbas et al., and considered in order to facilitate data collection.

This questionnaire was divided into three parts: section A collected demographic information from the respondents. Parts 2 & 3 were designed to elicit respondents' thoughts and feelings about the topic, and it included twelve (12) questions (2 from each hypothesis of the independent variable). These were determined using a five-point Likert scale whereby responses of 5 indicated strong agreement, 4 indicated agreement, 3 indicated neutral 2 indicated disagreement, and 1 indicated strong disagreement.

Section 1: consisted of questions that sought to get the respondents' demographic information, which was in the form of multiple-choice questions (6) items (gender, age level, educational background, marital status, occupation, and years of work in the organization).

Section 2: This section consisted of the questions of the questionnaire related to the independent variable: (Gender Discrimination) based on the 5-point Likert scale as mentioned above.

This Section has: 2 questions focused on gender discrimination in hiring, 2 questions focused on gender discrimination within the facility, and 2 questions focused on gender discrimination in promotion.

Section 3: This section consisted of the questions of the questionnaire related to the dependent variable: (employee productivity/ performance) based on the 5-point Likert scale as mentioned above. This Section has: 6 questions focused on gender employee performance or productivity.

Data Collection Procedure

The data was gathered from respondents at the Bank, Eco bank Liberia limited. The researcher got a letter from the Near East University ethics committee on October 27, 2022 and takes it to the Eco Bank Liberia Head office requesting their consent for the researcher to collect the data from the workers of the entity. The

researcher also explains the purpose of the research to all of the workers and answers questions or doubts that the workers had. The researcher told the workers that their participation was voluntary and that they were free to decline at any point during the filling in of the questionnaire and that their responses were straightly confidential and that no name was required to be placed on the questionnaire for identification. The questionnaires were then distributed to the respondents for filling on November 1, 2022 and lasted until December 1, 2022.

Data Analysis Plan

The researcher used Version 22 of SPSS for the analysis of the data. Descriptive statistics were used to generate the demographic aspect of the questionnaire. The means and standard deviation were generated for the Likert scale variables of the questionnaire. Testing of Reliability using Cronbach's alpha was done for the quantitative study variables. Pearson correlation was done for the Likert scale questionnaire variables. The researcher moves further to run a regression analysis between the dependent variable, which is Employee productivity or performance, and the independent variables, which are gender discrimination, including the various aspect of the discrimination discussed.

CHAPTER IV Findings and Discussion

This chapter is concerned with the analysis and interpretation of the data that was collected for this research and also answers the research hypotheses that have been developed. It analyzes the research participants' demographic information, has the mean and standard deviation of the various Likert scale questionnaire, and a correlation and regression analysis.

Number of Respondents

According to the results, out of a total of 278 questionnaires sent out, 245 were filled out and returned. This constitutes 88% response rate in the study. This level of participation is enough to draw conclusions from the study. Several demographic parameters were considered because of their significance in understanding the replies. Among them were the respondent's gender, age range, educational level, Marital status, position at the bank and year spent with the entity.

Demographic Data

Respondent's gender, age range, educational status, marital status, position at the bank, and year spent at Eco-bank, which are the demographic information of the study is, indicated in table 4.1 below.

Table 1

Respondent's Demographic Data

Variable	Categories	Frequency	Percentage
Gender	Male	140	57.1
	Female	105	42.9
	Total	245	100.0
Age Range			
Age Range	25 – 34	91	37.1
	18 - 24	15	6.1
	35 - 44	57	23.3
	45 - 54	66	26.9
	55 or Above	16	6.5
	Total	245	100.0

Educational Level	Bachelor's Degree	162	66.1
	High School Diploma	33	13.5
	Master's Degree	38	15.5
	PhD	12	4.9
	Total	245	100.0
Marital Status	Married	131	53.5
	Single	95	38.8
	Divorced	10	4.1
	Widow	9	3.7
	Total	245	100.0
Occupation	Client Advisor	19	7.8
	Director	9	3.7
	Janitor	18	7.3
	Loan Officer	27	11.0
	Manager	4	1.6
	Receptionist	58	23.7
	Security	51	20.8
	Teller	59	24.1
	Total	245	100.0
Time spent with the Organization	Less than 1 year	7	2.9
	1 – 2 years	47	19.2
	3 – 5 years	87	35.5
	6 - 10 years	63	25.7
	11 – 14 years	29	11.8

	15 and above	12	4.9
	Total	245	100.0

Table 1 The gender of respondents at Eco-Bank was requested by means of the questionnaire, and it is as indicated: 105 respondents which constitute 42.9% were female while the rest of the respondents which is 140, amounting to 57.1% were male. The age range of the respondents shows the following: 25 – 34 years make up the highest age group with 91 people making up 37.1%, the second highest group was from 45 to 54, they constituted 26.9%, it was followed by people in the 35 – 44 age range making up 23.3%, from 55 and above had 16 individuals amounting to 6.5% and the least age range was from 18 – 24 forming the least percentage of 6.1. The educational level of the employee at Eco-Bank Liberia is as follows: High school diploma is 33 making up 13.5%; Bachelor's degree is 162 making up the highest percentage of 66.1%, Master's degree is 38 making up 15.5%, and lastly, Ph.D. holders are 12 making the least percentage of 4.9. The marital status of the employees at the Bank was also part of the questionnaire. The Marital status is analyzed as follows: Married is 131(53.5%), single is 95(38.8%), divorce is 10(4.1%), and lastly, widows make up 3.7% with 9 individuals. The employee at the bank occupy various positions as indicated: the majority of employees are tellers 59(24.1%), it is followed by receptionists with 58(23.7%), security totaled 51(20.8%), loan officers are 27(11%), client advisors 19(7.8), janitors are 18(7.3%), directors 9(3.7%) and finally, there are 4 managers making the least percentage of 1.6. The number of years that employees spent with Eco-Bank are: less than one year 7(2.9%), one to two years 47(19.2%), 3 to 5 years 87(35.5%), 6 to 10 years 63(25.7%), 11 to 14 years 29(11.8%), 15 and above 12 (4.9%).

Reliability Test

Below is table 4.2, presents the results of Cronbach's alpha analysis which test the reliability of the scale used in the research study.

Table 2

Reliability Test of the Study Variables

Variables	No. of Items	Cronbach's
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		Alpha
Employee Performance	6	.81
Gender discrimination in Facility	2	.74
Gender discrimination in Hiring	2	.70
Gender discrimination in Promotion	2	.71
Total Scale	12	.86

The reliability of our study variable scale or construct was tested by using Cronbach's alpha analysis. The reliability coefficient are as follows: Employee performance is .81 or 81%, Gender discrimination in facility is .74 or 74%, gender discrimination in hiring is .70 or 70%, gender discrimination in promotion is .71 or 71%. And the total scale .86 or 86%. As Nunnally in 1978 say, 'these numbers show that the construct is reliable.

Gender Discrimination

The aim of the study was to examine the effect of gender discrimination on employee productivity at the Eco-bank Liberia in Monrovia, Liberia. Five was for "Strongly Agree," four was "Agree," three was "Neutral," two was "Disagree," and one was "Strongly Disagree. Below is the result.

Gender discrimination in Hiring

Table 3 presents the mean and standard deviation of one of our study variables which is gender discrimination in hiring.

Table 3

Mean and Standard deviation of Gender Discrimination in Hiring

Variable	Mean	Std. deviation
I felt and listened about discrimination on the basis of gender when I was being hired for the job	3.527	1.4359
The employees may be discriminated by managers/employers while hiring and recruitment process on the basis of gender:	3.437	.9799
Average mean for gender discrimination in Hiring	3.482	

Table 3 shows the means, and standard deviation of gender discrimination in hiring. The various questions mean and standard deviation are: I felt and listened about discrimination on the basis of gender when I was being hired for the job has a mean of 3.527, and the employees may be discriminated by managers/employers while hiring, and recruitment process on the basis of gender has 3.437 as it means. On average, many employees felt neutral when it came to answering whether discrimination there was discrimination present when it comes to hiring at Eco–Bank.

Gender discrimination in Hiring

Table 4 below presents the mean and standard deviation of the study variable of gender discrimination in promotion.

Table 4

Mean and Standard deviation of Gender Discrimination in all Promotion

Variable	Mean	Std. deviation
The managers have treated unfairly while promoting of the employees on the basis of gender (male/female):	3.563	1.1277
Discriminatory practice prevails in the organization when taking into account the organizational culture and management attitude in promotion	3.980	.9977
Average mean for gender discrimination in promotion	3.772	

Table 4 shows the means and standard deviation of gender discrimination in promotion. The various questions mean and standard deviation are: Discriminatory practice prevails in the organization when considering the organizational culture and management attitude in promotion mean is 3.980, and the managers have treated unfairly while promoting of the employees on the basis of gender (male/female): mean is 3.563. On average many employees remain neutral to agreeing that gender discrimination exists at Eco – Bank Liberia when it comes to gender discrimination in promotion with a mean of 3.772.

Gender discrimination in Facility

Table 5 below presents the mean and standard deviation of the study variable of gender discrimination in facility at the Eco – Bank Liberia.

Table 5

Mean and Standard deviation of Gender Discrimination in facility

Variable	Mean	Std. deviation
I feel that there is biasness and unfair treatment on the basis of gender when it comes to paying in the facility	3.645	.8639
There is a discrimination in the provision of goods, facilities, and services on the basis of gender	4.163	.9865
Average mean for gender discrimination in facility	3.904	

Table 5 shows the means and standard deviation of gender discrimination in facility. The various questions' mean and standard deviation are: I feel that there is biasness and unfair treatment on the basis of gender when it comes to paying in the facility was found to have a mean of 3.645, and there is a discrimination in the provision of goods, facilities, and services on the basis of gender have the highest mean of 4.163 on the average, many employees agreed that gender discrimination exist at the facilities in Eco – bank Liberia.

Employee performance/ productivity

Employee productivity or performance which is affected by gender discrimination means and standard deviation has applied to the data is written below:

Table 6

Mean and Standard deviation of Employee Performance/Productivity

Variable	Means	Std. deviation
The rules, policies, and procedures used to evaluate my performance is on the basis of my gender	2.698	1.1517
I feel that there is a biased behaviour by my	2.698	1.2572

boss/supervisor when it comes to the evaluation of my performance		
I am fed up, and my morale is low in my performance of tasks and duties due to discriminatory practices	2.751	1.2640
My performance and productivity is low whenever I think about the biased and unfairly treated behaviour of employer/managers	2.661	1.4328
I feel very little affiliation & loyalty to this organization due to discrimination	2.808	1.2931
This organization really inspires me in the very best when I perform my job.	2.176	1.3632
Average mean of employee performance or productivity	2.632	

Table 6 as indicated from the above, majority of the respondents agree that they feel very little affiliation & loyalty to this organization due to discrimination with the mean of 2.808, it was follow by The rules, policies, and procedures used to evaluate my performance is on the basis of my gender and I feel that there is a biased behavior by my boss/supervisor when it comes to the evaluation of my performance both have the same mean of 2.698, I am fed up, and my morale is low in my performance of tasks and duties due to discriminatory practices mean is 2.751, My performance and productivity is low whenever I think about the biased and unfairly treated behavior of employer/managers have a mean of 2.661 and This organization really inspires me in the very best when I perform my job has the least mean of 2.176. On average, many employees remain neutral when it comes to answering as to whether their productivity is affected by gender discrimination at Eco – bank with the mean of 2.632.

Correlation Analysis

The study conducted correlation analysis to determine the direction and strength of the relationship between the study variables, which are gender discrimination in hiring, facility, and promotion serving as independent variables and employee productivity serving as the dependent variable in the study. A correlation

analysis is statistically advisable before moving further to perform a regression analysis.

Table 7

Spearman's Correlation Coefficient Matrix between Gender discrimination and employee productivity

	Employee Performanc e	Gender discrimination in Promotion	Gender discriminatio n in Hiring	Gender discrimination in the facility
Employee Performance		-.141**	-.237**	-.633**
Gender discrimination in Promotion			.007	.417**
Gender discrimination in Hiring				.356**
Gender discrimination in Facility				

Note: ** Correlation is significant at 0.01 level (2-tailed).

To show the relationships between our study variables which are gender discrimination which include gender discrimination in: (promotion, hiring, and facilities) and Employee performance a Spearman Correlation was run. The spearman correlation coefficient as seen from table 4.9 above shows that there is a negative significant correlation between employee performance and Gender discrimination in promotion ($r = -.141$, $p < 0.001$), the relationship between Employee performance and discrimination in hiring is negative and it shows a statistically significant relationship ($r = -.237$, $p < 0.001$), correlation between employee performance and discrimination in the facility is negative and significant ($r = -.633$, $p < 0.001$), the correlation between gender discrimination in promotion and gender discrimination in hiring is positive but not significant ($r = .007$, $p > 0.05$), gender discrimination in promotion has a positive and significant correlation with gender discrimination in the facility ($r = .417$, $p < 0.001$), and the correlation

between gender discrimination in hiring and gender discrimination in the facility is positive and significant ($r = .356$, $p < 0.001$).

Hypotheses Testing

In this part of the work, since the study has already established a relationship between the study variables without regard to causation by means of the correlation, the researcher has now moved to regression to establish the relationship between the independent variables which are discrimination in promotion, hiring and in the facility to the dependent variable employee performance or productivity so as to make statistical inferences that are cardinal to the study.

The study conducted a simple linear regression to know the impact of the independent variable gender discrimination which has gender discrimination in hiring, promotion, and facility as a subscale has on employee productivity which is the dependent variable.

Hypotheses Testing

The general simple linear regression model formula used is as presented below:

$$Y = \beta_0 + \beta_1 X_1 + \varepsilon$$

Where

Y is the value of the dependent variable

X₁ is the independent variable

β_0 = is the value that y will take when the independent variable is set to zero

β_1 – the constant regression coefficients. It shows the change in y when there is a one-unit change in the respective independent variable.

ε_1 is the random error that shows the variation in our estimation of y.

simple linear regression was conducted to separately show the impact of each of the subscales of the independent variable which are: gender discrimination in promotion, hiring, and facilities on the dependent variable which is employee productivity.

Hypothesis 1: Gender discrimination negatively affects workers' Productivity

Tables 8

Regression coefficients of gender discrimination and employee productivity

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.462 ^a	.213	.210	.70007

a. Predictors: (Constant), Gender Discrimination

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	32.306	1	32.306	65.917	.000 ^b
	Residual	119.094	243	.490		
	Total	151.400	244			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Gender Discrimination

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.220	.322		16.215	.000
	Gender Discrimination	-.696	.086	-.462	-8.119	.000

a. Dependent Variable: Employee Performance

Tables 8 above shows the regression that was done to show the impact that gender discrimination has on employee productivity. The R^2 value tells us that 21% of the variation in employee productivity can be explained by gender discrimination $F(1, 244) = 65.92$, $p\text{-value} < 0.001$. The findings tell us that gender discrimination significantly and negatively influence employee productivity ($\beta = -.696$, $p < .001$).

Hypothesis 1b: Gender discrimination in Hiring negatively affects the job performance of workers.

Tables 9

Regression coefficients of gender discrimination in hiring and job performance

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.237 ^a	.056	.052	.76691

a. Predictors: (Constant), Gender_Discrimination_Hiring

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
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	Regression	8.478	1	8.478	14.415	.000 ^b
1	Residual	142.921	243	.588		
	Total	151.400	244			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Gender_Discrimination_Hiring

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.468	.225		15.378	.000
	Gender_Discrimination_Hiring	-.240	.063	-.237	-3.797	.000

a. Dependent Variable: Employee Performance

Tables 9 above shows the simple regression done to show the impact that gender discrimination in hiring has on employee productivity. The R^2 value tells us that 5.6 % of the variation or change in employee productivity can be explained by gender discrimination in hiring $F(1, 244) = 14.415$, p -value < 0.001 . The findings tell us that gender discrimination significantly and negatively influence employee performance ($\beta = -.240$, $p < .001$).

Hypothesis 1c: There is a negative relationship between Gender discrimination in promotion and job performance.

Tables 10

Regression coefficients of gender discrimination in promotion and employee performance

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.141 ^a	.020	.016	.78147

a. Predictors: (Constant), Gender_Discrimination_Promotion

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
	Regression	2.999	1	2.999	4.911	.028 ^b
1	Residual	148.400	243	.611		
	Total	151.400	244			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Gender_Discrimination_Promotion

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	3.188	.256		12.470	.000
	Gender_Discrimination_Promotion	-.147	.066	-.141	-2.216	.028

a. Dependent Variable: Employee Performance

Tables 10 above shows the regression done to show the influence that gender discrimination in promotion has on employee productivity. The R^2 value tells us that 2.0% of the variation or change in employee productivity can be explained by employee performance $F(1, 244) = 4.911$, p -value < 0.001 . The findings tell us that gender discrimination in promotion significantly and negatively influence employee performance ($\beta = -.147$, $p < .001$).

Hypothesis 1d: There is an inverse relationship between Gender discrimination in facility and job performance of workers.

Tables 11

Regression coefficients of gender discrimination in facility and job performance of employees

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.633 ^a	.401	.399	.61086

a. Predictors: (Constant), Gender_Discrimination_Facility

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	60.725	1	60.725	162.739	.000 ^b
	Residual	90.674	243	.373		
	Total	151.400	244			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Gender_Discrimination_Facility

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	5.469	.226		24.222	.000
	Gender_Discrimination_Facility	-.727	.057	-.633	-12.757	.000

a. Dependent Variable: Employee Performance

Tables 11 shows the regression is showing the influence that gender discrimination in the facility has on employee performance. The R^2 value tells us that 40% of the variation or change in job performance can be explained by discrimination in facility $F(1, 244) = 162.739$, $p\text{-value} < 0.001$. The findings tell us that discrimination in the facility significantly and negatively influences job performance ($\beta = -.727$, $p < .001$).

Table 12

Decision of the Research Hypotheses

No.	Hypothesis Developed for the Research Study	Decision
1	Hypothesis 1: Gender discrimination negatively affects workers Productivity	Supported
2	Hypothesis 1a: Gender discrimination in Hiring negatively affects the job performance	Supported
3	Hypothesis 1b: There is a negative relationship between Gender discrimination in promotion and job performance	Supported
4	Hypothesis 1c: There is an inverse relationship between Gender discrimination in facility and job performance	Supported

CHAPTER V

In this part of the study, a discussion will be made on the result that this research has found and be compared with what other studies have said in relation to the topic of this research which has already been discussed in the literature review.

Discussion

The aim of this study was to know the effect of gender discrimination on employee productivity. The study runs a correlation to see the strength and direction of the study variables. The results of the study show that there is a negative significant correlation between employee performance and Gender discrimination in promotion, the relationship between Employee performance and discrimination in hiring is negative, and, the correlation between employee performance and discrimination in the facility is negative and significant, the correlation between gender discrimination in promotion and gender discrimination in hiring is positive but not significant, gender discrimination in promotion has a positive and significant correlation with gender discrimination in the facility, and the correlation between gender discrimination in hiring and gender discrimination in the facility is positive.

During the course of the study, the study ran regressions to see the influence that gender discrimination in hiring, promotion, and facility have on the performance of employees at the Eco-Bank Liberia limited. The result of the study shows the following: 21% of the variation in employee productivity is influence by gender discrimination. The findings tell us that gender discrimination significantly and negatively influences employee productivity.

This study results of how gender discrimination negatively influences employee's performance or productivity at the Eco – Bank Liberia limited has highlighted another area that need to be given attention that of the banking sector. It has signal one area that is experiencing gender discrimination. It has exposed a negative trait that is counter- productive to the survival of any organization. It has also show that managers at the Eco – bank are not functioning properly as good managers. It supports studies that also establish a negative relationship between employee performance and gender discrimination. Practically, this study is of great benefit to managers. Since we all are humans and share similar characteristics, this study is of great benefit to managers at the Eco-Bank and other places in the sense that it has highlighted the need for managers to quickly put in place policy that is against gender discrimination and also implement it. It has also helped them to see the

negative impact that gender discrimination has on the well-being of their employees. They have seen the point that for workers to function properly, they need to create a free and fair environment that will bring out the best in the workers.

This Result agreed with a study conducted by Woodhams et al. in 2015 in which they said” Banks, as a subset of the business community, play a crucial role in the national economy. In the United States, like in many other nations, women have significant sway in the field of education. In spite of the fact that women make up the majority of the labor market, many forms of bias are still experienced by women working in higher education. No of their background or credentials, women may face discrimination or unfair treatment in areas like as pay, perks, promotion prospects, and scheduling. Patriarchal cultures are largely to blame for the widespread prevalence of workplace sexual discrimination in several nations and localities. Through measures and federal laws to defend women's rights, and benefits, gender discrimination against women in the workplace remains pervasive. Women aren't the only ones who face bias at work; males experience prejudice as well (Woodhams et al., 2015).

The demography data of our study also shows that more men are employed at the Eco-Bank in Liberia. This is in line a Statistics which show that women are more likely to work part-time, be employed in lower-paying jobs, and never reach management levels. European Union (2014); Arulampalam et al. (2007). There is evidence that discrimination against women contributes to the gender gap in the workplace. Several research confirms that decision-makers engage in implicit bias toward women (Koch et al., 2015). Several of them have dug more into the connection between sexism in power structures and discriminatory policies.

This study again agreed with this study “the workers become emotionally fragile as a result of gender discrimination, and employees who were formerly simple, peace-loving persons convert into individuals who are paranoid, suspicious, scared, and furious. The elimination of gender discrimination is essential to ensure that workers are happy and motivated, that they are committed and enthusiastic, and that they experience less stress.” (Ali., et al 2011).

The Liberia Demographic and Health Survey for 2019-2020 found that sixty percent of women aged 15 to 49 had suffered some kind of physical abuse, while nine percent had experienced some form of sexual assault. Help has only been sought

by 42% of the women who have been the victims of physical or sexual assault at some point in their lives. People with disabilities often live in extreme poverty, and people continue to face discrimination and hostility both under the law and within their individual communities. Women's participation in political processes is still restricted, and people with disabilities frequently experience extreme poverty. In spite of these hurdles, USAID is continuing to promote and prioritize gender equality and social inclusion throughout its portfolio in Liberia. This effort is being carried out in collaboration with community partners' gender and Social Inclusion Fact Sheet (2022).

The degree to which women and men are treated unequally in Liberia differs depending on factors such as status, geography, rural vs urban regions, and traditional traditions. Women in Liberia, on average, have a more difficult time gaining access to education, medical treatment, property, and the legal system than males do. Between the years 1989 and 1996 and again between 1999 and 2003, Liberia was ravaged by two terrible civil conflicts. The battles left Liberia in an almost unrecognizable state, with almost no functioning infrastructure and the deaths of thousands of people. According to the Human Development Report, Liberia is ranked 174 out of 187 countries, while it is ranked 154 out of 159 on the Gender Inequality Index. HDI (2017).

In the study, the R^2 value tells us that 5.6 % of the variation or change in employee productivity can be explained by gender discrimination in hiring. The findings tell us that gender discrimination significantly and negatively influences employee performance.

The result of our study agreed with this study conducted when it comes to hiring, "while women's participation in the workforce, industry, and politics has increased, males still outnumber them. While they put in two-thirds as many hours as men, women only get 10% of the world's revenue. There is still a persistent gender gap in the labor market since women are disproportionately responsible for unpaid caregiving and domestic duties. While 74% of males of working age were employed in 2020, just 47% of women were. This disparity has persisted since at least 1995. Though the number of women in parliaments throughout the world has doubled, it has only increased to 25%. Only 22% of cabinet ministers worldwide are women. There are 18 nations where husbands may legally stop their wives from working, and

38 countries where employers are free to fire pregnant workers. Fahy (10 February 2022).

The overall result of our study shows that gender discrimination exists in hiring; promotion and facility have a negative influence on employee productivity. This is possible for discrimination to take place at any point in the employment process, including but not limited to the stages of hiring, training, and compensation, as well as the stages of occupational segregation and termination (Hart, 2007). The disadvantage often manifests itself in the form of discrimination in terms of work possibilities, including their rejection or limitation, as well as in terms of the perks associated with employment. As Akua and Cecilia have brought to light, discrimination is a nuanced and intricate phenomenon that may take on two distinct manifestations (2015).

CHAPTER VI

Conclusion and Recommendations

In this chapter, based on the findings that this study has gathered, a conclusion will be made, and recommendations will be given for this study and also for future studies

Conclusion

The aim of our study was to examine the effect of gender discrimination on employee productivity or performance at the Eco-Bank Liberia limited. The study found that negative significant correlation between employee performance and Gender discrimination in promotion, the relationship between Employee performance and discrimination in hiring is negative, and it shows a statistically significant relationship, correlation between employee performance and discrimination in the facility is negative and significant, the correlation between gender discrimination in promotion and gender discrimination in hiring is positive but not significant, gender discrimination in promotion has a positive and significant correlation with gender discrimination in the facility, and the correlation between gender discrimination in hiring and gender discrimination in the facility is positive and significant.

It is to be concluded that gender discrimination negatively affects employees' performance at the Eco-Bank in Liberia. This study is in line with many other studies which show that gender discrimination negatively affects gender productivity. Studies like Woodhams et al. in 2015, in which he talked about discrimination in the Bank, Koch et al., in 2015, talked about discrimination against women in promotion and paying; the 2019 – 2020 Liberia demographic and health survey found that gender discrimination exists against women. The study also agreed with Fahy's study done in 2022, in which he agreed that discrimination in hiring affects worker performance.

Recommendations

The findings of the study reveal that gender discrimination negatively and significantly affect worker productivity. Base on the findings of this study the study recommends the following:

1. Since Eco – Bank is a commercial institution, and they want to maximize profit, they should put in place a system that will curtail or prevent discrimination in the bank so as to avoid losses to the bank due to careless attitude of employees who feel discriminated and might want to take huge sum of money and run away.
2. Employees are playing with huge some of money, management should make sure that employee are not discriminated on the basic of gender but rather are pay equally so that those who are discriminated do not run away with the institution money.
3. Liberia as a country is suffering from brain drain and the best brains are needed in financial institution so as to put forth suggestions that can increase the profit of the institution, they should avoid gender discrimination in hiring so that they can attract the best brain that will move the institution forward in term of policies and other areas.
4. They should avoid discrimination in promotion so that the best person occupied the rightful position and prevent the organization from collapse.

Recommendations for Further Research

This study was limited to gender discrimination on worker productivity. Discrimination might affect not only worker productivity but other aspects. The study recommends the following for further research

1. The impact of gender discrimination on mental health
2. The impact of Gender discrimination in both private and public sectors
3. Impact of gender discrimination on the Economy
4. The impact of gender discrimination in the health sector

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APPENDICES**Appendix A****An Investigation of the Effect of Gender Discrimination on the Performance of Employees in an Organization.****Participant Information sheet and Informed Consent Form**

Dear Participant,

You are invited to participate in this research to understand the “**effects of gender discrimination on the performance of employees in an organization**”. The data obtained from this research can be utilized to explain the effects of gender discrimination on the performance of employees in an organization. Your consent to participate in this research analysis is obtained by filling out the questionnaire below. Please note that it will take you up to 10-20 minutes to complete the form, and I will closely observe you; this will be done privately.

Please be informed that your involvement in the research is optional and you can stop at any time. The information gathered during this research will be used solely for academic purposes in educational studies, but it may be discussed at national or international academic meetings or published. You can at any time cease to continue the research by informing us. Please feel free to ask any questions or voice any concerns by contacting us.

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APPENDIX: B**QUESTIONNAIRE**

Dear Sir/Madam,

I would like to invite you to take part in the research project examining the effects **of gender discrimination on the performance of employees in an organization.**

Thank you for taking the time to complete this questionnaire. It is being given to you just for academic purposes, and all replies will be kept strictly secret. Your impartial choices will be much appreciated and will add value to our study.

SECTION A: DEMOGRAPHICS

Gender: Male _____ Female _____

Age: 1. 25 – 35 2. 35 – 45 3. 45 – 55 4. 55 and Above

Educational Background: 1. High School Diploma 2. Bachelor's Degree 3. Master's Degree

4. PHD

Marital Status: (1). Single (2) Married (3) Divorced (4). Widow

Occupation: (1) Manager (2) Security (3) Janitor (4) Receptionist (5) Teller 6. Client Advisor (7) Loan Officer

Tenure: (1) 1- 5 years (2) 5 – 10 years (3) 10 – 15 years (4) 15 years and above

SECTION B: GENDER DISCRIMINATION & EMPLOYEE PRODUCTIVITY

Please rank the following statement on Likert Scale ranging from strongly disagree to strongly agree

Where;

1= Strongly disagree 2= Disagree 3= Neutral 4= Agree and 5= Strongly agree

GENDER DISCRIMINATION

Abbas, Qaisar & Hameed, Abdul (2010) Gender discrimination & its effect on employee Performance/ productivity

		5	4	3	2	1
1.	I felt and listened about discrimination on the basis of gender when I was being hired for the job					
2.	The employees may be discriminated by managers/employers while hiring and recruitment process on the basis of gender:					
3.	The managers have treated unfairly while promoting of the employees on the basis of gender (male/female):					
4.	Discriminatory practice prevails in the organization when taking into account the organizational culture and management attitude in promotion					
5.	I feel that there is biasness and unfair treatment on the basis of gender when it comes to paying in the facility					
6.	There is a discrimination in the provision of goods, facilities, and services on the basis of gender					

EMPLOYEE PERFORMANCE/ PRODUCTIVITY

Abbas, Qaisar & Hameed, Abdul (2010) Gender discrimination & its effect on employee Performance/ productivity

		5	4	3	2	1
7.	The rules, policies, and procedures used to evaluate my performance is on the basis of my gender					
8.	I feel that there is a biased behavior by my boss/supervisor when it comes to the evaluation of my performance					
9.	I am fed up and my morale is low in my performance of tasks and duties due to discriminatory practices					

10.	My performance and productivity is low whenever I think about the biased and unfairly treated behavior of employer/managers					
11.	I feel very little affiliation & loyalty to this organization due to discrimination					
12.	This organization really inspires me in the very best when I perform my job.					

APPENDIX: C



BİLİMSEL ARAŞTIRMALAR ETİK KURULU

27.10.2022

Dear Aleta Cece Geekor

Your application titled “**An Investigation of the Effect of Gender Discrimination on the Performance of Employees in an Organization**” with the application number NEU/SS/2022/1384 has been evaluated by the Scientific Research Ethics Committee and granted approval. You can start your research on the condition that you will abide by the information provided in your application form.

Prof. Dr. Aşkın KİRAZ

Rapporteur of the Scientific Research Ethics Committee

APPENDIX: D

AN INVESTIGATION OF THE EFFECT OF GENDER DISCRIMINATION ON THE PERFORMANCE OF EMPLOYEES IN AN ORGANIZATION (ECO - BANK LIBERIA LIMITED) by Aleta Geekor

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Internet Source

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