

**EFFECTS OF GENDER DISCRIMINATION ON EMPLOYEES PERFORMANCE IN
TERTIARY INSTITUTIONS IN MUBI, ADAMAWA STATE**

BY

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**BEING AN M.Sc. DISSERTATION SUBMITTED TO THE DEPARTMENT OF
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AUGUST, 2016

DECLARATION

I declare that this thesis titled “THE EFFECTS OF GENDER DISCRIMINATION ON EMPLOYEES PERFORMANCE IN TERTIARY INSTITUTIONS IN MUBI METROPOLIST” is the outcome of my research efforts. To the best of my knowledge and belief, this work has never been submitted to any institution for the award of any certificate. The various sources of information used have been duly acknowledged by means of references.

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CERTIFICATION

This is to certify that this thesis titled ‘THE EFFECTS OF GENDER DISCRIMINATION ON EMPLOYEES PERFORMANCE IN TERTIARY INSTITUTIONS IN MUBI METROPOLIST,Adamawa State, Nigeria” by AMINU BELLO DUHU meet the requirements Governing the Award of the Degree of Master of Science (M.Sc) in Management,Department of Business Administration and Entrepreneurship, Faculty of Social and Management Sciences, Bayero University Kano.

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DEDICATION

I dedicated this thesis work to my late Mother Hajiya Hauwa Bello and my late brother Abdullahi Danburam may Allah Grand them Aljanna Firdaus

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TABLE OF CONTENTS

CHAPTER ONE: INTRODUCTION	1
1.1 Background of the Study - - - - -	1
1.2 Statement of the Problem - - - - -	5
1.3 Research Questions - - - - -	10
1.4 Objectives of the Study - - - - -	11
1.5 Statement of Hypothesis- - - - -	12
1.6 Scope of the Study - - - - -	12
1.7 Significance of the Study - - - - -	13
CHAPTER TWO: LITERATURE REVIEW.....	14
2.1 Introduction - - - - -	14
2.2 General Overview of Discrimination- - - - -	15
2.3 Concept of Gender Discrimination	19
2.4 Meaning of Employees Performance	25
2.5 Discrimination and Employees Performance in an Organization	27
2.6 Gender Discrimination in Hiring and Performance among Employees	29
2.7 Gender Discrimination in Promotion and Performance among Employees	31
2.8 Gender Discrimination in Facilities and Performance among Employees	32
2.9 Gender Discrimination in Managerial role and Performance among Employees	33
2.10 Theoretical Issues	34
2.11 Theoretical Framework	37

CHAPTER THREE: RESEARCH METHODOLOGY.....	40
2.1 Introduction - - - - -	40
3.2 Research Design - - - - -	40
3.2 Population of the Study - - - - -	41
3.3 Sample Size and Sampling Techniques -- - -	42
3.4 Instrument of Data Collection - -	43
3.6 Method of Data Analysis -- -	43
3.7 Measurement of Variables	44
CHAPTER FOUR: DATA PRESENTATION AND ANALYSIS	47
4.1 Introduction	47
4.2 Questionnaire Response Rate	47
4.3 Characteristic of the Respondents	48
4.4 Descriptive Analysis of Variables	51
4.5 Reliability Analysis	52
4.6 Results of Correlation Analysis	54
4.7 Regression Analysis	57
4.8 Results of Multiple Regressions Analysis	61
4.9 Discussion of Findings	65
CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS	68
5.1 Summary	68
5.2 Conclusion	70
5.3 Recommendations	72
REFERENCE	74

ABSTRACT

The world community recognizes the necessity of eliminating gender bias and establishing gender equity and equality in employment and at work, it still could not be addressed satisfactorily. In almost all types of organizations, employers' predisposition is found to be biased towards the male employees. Biasness is evident in paying, in delegating authorities, in attitudes and treatments and in similar other forms. This study examines the effects of Gender Discrimination on employees' performance in tertiary institutions in mubi metropolis, Adamawa state Nigeria. The study explores the effects of Gender Discrimination in managerial role, Gender Discrimination in Hiring, Gender Discrimination in promotion and Gender Discrimination in facilities on performance among employees of the tertiary institutions in mubi, Adamawa State. Correlation and regression techniques were used to test the study hypotheses. The result provided support for the four hypothesized relationship for the study using correlation analysis. Additionally, three of the study hypotheses show significant positive relationship with performance among employees of the institutions using regression analysis. Specifically, gender Discrimination (Managerial role, Promotion and Hiring) were significantly positively related with performance. However, Gender Discrimination in Facility was not found to be significantly related to performance among employees of the tertiary institution using the coefficient values but cumulatively there are significant. Furthermore, the study result revealed that three (3) of the gender dimensions relate with each other but gender discrimination in hiring does not relate with gender discrimination in managerial role. Therefore, significant and positive effects of Gender discrimination in managerial role, promotion and hiring suggest that they are the important Gender dimensions that affect performance among employees in tertiary institutions in mubi. It is recommended that; the management of the institutions should avoid any tendency of discriminating people on Managerial roles, promotions and Hiring for improved performance.

CHAPTER ONE:

INTRODUCTION

1.1 Background to the Study

Performance of employees is affected by numerous factors at work place (Saeed, Mussawar and Lodhi, 2013). It is defined as the way to perform the job tasks according to the prescribed job description. Performance is the art to complete the task within the defined boundaries. Millcorvich and Bondream (1997) considered employee performance as the degree to which employees accomplish work requirements. To them employee performance in effect reflects the efficiency of the organization.

On the other hand, Discrimination at a workplace means that the employee or group of employees are not treated fairly as compared to others and the reason for this treatment is not related with the ability of employee's or group of employee's to perform their specific job assigned by the organization. When individuals feel they are discriminated because of their group membership, they often feel alienated and angry, which can result in negative work-related behaviors (Ensher, Thomas and Murphy, 2001). Discrimination in workplaces is now one of the most debated issues around the world(Bilkis, Habib and Sharmin, 2010). Conquering with this position

(Tasie, nd) opined that there had been a numerous findings and strong charges against discrimination.

Additionally, the issue of discrimination against women by Ministries, Departments and Agencies as well as paramilitary services in Nigeria received the attention of the Senate and House of Representatives in 2013. Specifically, the House was concerned that some paramilitary services bar female employees from getting married within a time-frame, and that female employees who get pregnant are out rightly dismissed from their employment. The Senate, on its part, received the Report of its Committee on Ethics, Privileges and Public Petitions in respect of a Petition by Mrs. Inimfon Chris alleging gender-based discrimination in the recruitment exercise into the Nigerian Customs Service. These events highlight discrimination against women in Nigeria. Similarly, the 2010 massive recruitment and Hiring of staff in Federal Polytechnic Mubi shows that majority of the staff employed are males while the minority are females, and that the females have apply for the job only that they were not giving the job as much as the male counter parts. The number of males' staff currently occupying the staff quarters within and outside the campus are far much more than the number of the females' staff (Buba, 2013). These demonstrate that the issue of gender balance is not strictly adhered in the institution.

Gender bias has become a common occurrence everywhere in most of the developing countries (Bilkis *et al.*, 2010). Gender imbalance exists not only in the Nigerian educational system but in almost all spheres of human endeavor everywhere (Adaobi, 2013). Gberevbie; Osibanjo; Adeniji; and Oludayo (2014) explain that, for as long as gender discrimination rather than merit remains the basis for staff employment into positions of authority in Nigerian Universities, enhanced performance is more likely to elude employees and the educational sector in general. Discrimination in an organization takes a toll on the physical, mental and emotional well-being of employees. Gender discrimination is a menace that has been hindering employees from meeting their full potential within the workplace due to feeling of deprived from their basic rights (Ahmed, 2014). The feelings of hopelessness; mistrust; despair and alienation are common among people that are discriminated in their places of work.

In recent years, it has become imperative to organisations that discrimination in both private and public place of work is a serious as well as a very expensive issue that needs to be addressed (Tasie, nd). Organizations are established basically to achieve the goals of profit maximization or provision of quality services to enhance the living standard of the people in any society (Gberevbie,*et al.*,2014). Therefore, is a

challenge for organizations not only to manage discrimination effectively by implementing fair policies and reinforcing appropriate managerial behaviors, but also to pay attention to their employees' perceived discrimination, this is important because employees' beliefs, whether or not they are consistent with reality, affect their behaviors (Barak, Cherin, and Berkman, 1998; Eisenberger, Fasolo, and Davis-LaMastro, 1990). The main thrust of this study is to investigate the effects of gender discrimination on employees' performance in tertiary institutions located in Mubi, Adamawa state.

1.2 Statement of the Problem

It's pitiful that everyday men and women are discriminated on the basis of gender, age, religions, sexual preference, racial, national and ethnic origins as well as on the basis of physical challenges (Eroko, 2014). The International Labor Organization Global Report on "Equality at Work (2011) shows that sexual harassment is a major problem in workplaces as young, financially dependent, single or divorced women are the most vulnerable. Mothers, discrimination related to pregnancy and maternity is still common. In addition, persons with HIV/AIDS also suffer discrimination through mandatory testing policies, or testing under conditions which are not

genuinely voluntary or confidential as this can negatively impact work performance and opportunities for people with HIV/AIDS.

Considering most of the previous study (Adhikari, 2014; Sears *et al.*, 2011; Abbas *et al.*, 2011; Channar *et al.*, 2011; Doucouliagos *et al.*, 2006) was conducted in non -African countries, this study will be conducted within the context of Nigeria. Few studies (Gideon, 2014; Yahaya, 1992) found within the Nigeria context was based on universities in Lagos and educational department of the civil service based on this, this study comes in handy to investigate the effects of Gender discrimination among employees of selected tertiary institutions in Mubi as suggested by Khalid *et al.*, (2014) and also because the researcher believed that the management needs to look into the issue. From the literature no specific research was done on discrimination using academic staff in Federal Polytechnics Mubi, Adamawa State University, and College of Health Mubi. The current study will be the first of its kind to focus on Academic staff in Mubi Adamawa state and Nigeria at large. However, following the researchers' differences on whether or not gender discrimination has effects on performance among employees, more studies are needed to better understand the effects of gender discrimination on workers performance by investigating their relationship in a different context as suggested by (Doucouliagos *et al.*, 2006).

1.3 Research Questions

The following are the research questions designed to assist the researcher to achieve the stated objectives.

- 1) Is there any significant relationship between gender discrimination in employees hiring and performance in selected tertiary institutions in Mubi?
- 2) Is there any significant relationship between gender discrimination in promotion and performance among employee of selected tertiary institutions in Mubi?
- 3) Is there any significant relationship between gender discrimination in facilities and performance among employees of selected tertiary institutions in Mubi?
- 4) Is there any significant relationship between gender discrimination in managerial role and performance among employee of selected tertiary institutions in Mubi?

1.4 Objectives of the Study

The main objective of this study is to examine the effects of Gender discrimination on employee's performance in tertiary institutions in mubi metropolis Adamawa state, Nigeria. While the specific objectives are:

- 1) To examine the effect of gender Discrimination in hiring on performance among employees of tertiary institutions in Mubi
- 2) To examine the effect of gender Discrimination in Promotion on performance among employees of tertiary institutions in Mubi
- 3) To examine the effect of gender Discrimination in facilities on performance among employees of tertiary institutions in Mubi
- 4) To examine the effect of gender Discrimination in managerial role on performance among employees of tertiary institutions in Mubi

1.5 Research Hypotheses

- H_{o1}. There is a significant relationship between gender discrimination in hiring and performance among employee of selected tertiary institutions in Mubi
- H_{o2}. There is a significant relationship between gender discrimination in promotion and performanceamong employee of selected tertiary institutions in Mubi
- H_{o3}. There is a significant relationship betweengender discrimination in facilities andperformanceamong employee of selected tertiary institutions in Mubi

H₀₄. There is a significant relationship between gender discrimination in Managerial role and performance among employee of selected tertiary institutions in Mubi

1.6 Significance of the Study

The findings of this research is of great benefit to the following: Management of selected tertiary institutions in Mubi, and the student undertaking the research. To the management of the selected institutions, the findings provide a more reliable scientific tools and perspective for describing and evaluating the main causes of job discrimination in the institutions. This provided empirical supports for management strategic decisions in several critical areas of their operations.

To the educational supervisory bodies such National Board for Technical Education, National Universities Commission etc the findings will provide invaluable insights and a more reliable guide to monitoring the effects of job discrimination in federal polytechnic mubi Adamawa State. The findings would also expand the frontier of knowledge in teaching and learning with respect to job discrimination and employees performance.

1.7 Scope of the Study

The scope of this study centered on the effects of gender discrimination on employee's performance in tertiary institutions in Mubi Metropolis. The institutions are Federal Polytechnic Mubi, Adamawa state University Mubi and College of Health Technology Mubi. This study used all the staff from the three institutions as the population. The study is delimited to the present time and does not investigated the gender discrimination in primary and secondary schools in Mubi. This study is only concerned with gender discrimination and employees' performance, issues of motivation, training and organizational citizenship behaviors are not considered in the current study. This study is mainly concerned with academic institutions in Mubi only.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

In Section one a number of important principles and concepts underlying this study were introduced. It was pointed out that the study concerns with the impact of Gender discrimination on employees performance in an organization. In this section effort will be made to discuss the general overview of discrimination, concepts of Gender discrimination, meaning of employees performance, discrimination and employees performance, gender discrimination in hiring and performance among employees, gender discrimination in promotion and performance among employees, gender discrimination in managerial role and performance among employees, gender discrimination in provision of facilities and performance among employees, theoretical issues and theoretical framework.

2.2 General Overview of Discrimination

Discrimination diminishes human capital whiles creating a hostile work environment for the employers and employees (Adja-kwaku, Addae, Nkansah, Appiah, 2013). Wayne (1995) opined that no law has ever

attempted to define precisely the term 'discrimination', in the context of workforce but observed that it can be defined as the giving of an unfair advantage (or disadvantage) to the members of the particular group in comparison to the members of other group. Kadiresan & Javed (2015) explain that Discrimination is the differentiating and giving preferential treatment to certain people over others. It is associated with unfairness and being biased while making decisions or treating people based on their demographic features. Workplace discrimination occurs when an individual is adversely discriminated against due to any number of factors which will be discussed later. Conquering with Wayne (1995) Chung (2001) explain that Discrimination in workplace as the "unfair and negative treatment of workers or job applicants based on personal attributes that are irrelevant to job performance. Aturu (2010) observed that when an employee is treated somewhat differently from other employees on grounds not supported by contract or that are indeed in conflict with the law such worker is said to have been discriminated against.

Similarly, discrimination can be defined as age, racist or sexist prejudice, which involves treating people in a different way on the basis of their Personal properties in an ethically objectionable way (Lippert-Rasmussen, 2006). Adhikari (2014) defined discrimination as the prejudicial

treatment of an individual based on their actual or perceived membership in a certain group or category, in a way that is worse than the way people are usually treated. Sanchez and Brock (1996) explain that perceived discrimination is an individual's perception that he or she is treated differently or unfairly because of his or her gender or group membership.

However, discrimination in employment based on personal characteristics such as sex, race, religion, national origin or disability occurs in all the continents of the world (Bamiwola, n.d). This is possible because some employers prefer their tribe-men and women even where other persons have all the merits required for the job, some prefer people from their religion, region, while some will seek for financial or sexual gratification before offering job to others at the expense of merit. In *Hoffman v. South African Airways* the court held that denial of employment to an applicant on the grounds that he was HIV positive amounted to unfair discrimination and was contrary to the right to equality provided for under the provision of the South African constitution which specifically prohibits discrimination on the basis of sexual preference. In *Oncale v. Sundowner Offshore Services* a male worker sued his employer because he suffered verbal and physical abuse of a sexual nature by other male workers. The US Supreme Court held that same-sex harassment is prohibited by Title VII.

The first sexual harassment case in Japan was not decided until 1992. A woman who was harassed by her boss for two years was fired for complaining. She was awarded \$12,500 in damages. In Japan women are kept out of higher-level jobs and are not paid as much as men for equal pay. In Nigeria, fresh graduates that are above thirty years of age are not allowed by the National Youth Service Corps Act to serve the nation, but are given exception certificates; this is without doubt age discrimination against many older graduates who may be willing to serve this nation.

In sum, discrimination is the unfavorable treatment of worker (s) on the basis not supported by the rule of work, which denies them their rights, opportunities or is an inferior treatment in hiring, promotions, work assignments and such for a particular group of employees. This can happen to either male or female employee on the basis of his/her group membership, gender, religion, ethnicity, origin, pregnancy, disease, etc. This attitude will demoralize the effort of the organization members and ultimately affect the level of organizational productivity if allowed to persist. Any nation that allows discrimination of any form in its socio-economic struggles or political development may be ridden by poverty, chaos, injustice, inequality, disutility, disunity and conflict of its political will. It will also remove food from tables and subject people to unnecessary hardship. It is high time

nations adopted policies that will eradicate employment discrimination. Human Right Advocates should see this as a big challenge to the world economy.

2.3 Concept of Gender Discrimination

Gender discrimination is one of the most common forms of inequality which was observed by several studies on workplace discrimination (Kuta & Kleiner, 2001; Kadiresan *et al.*, 2015). Gender discrimination is a global phenomenon which can be observed at personal and organizational level (Khalid *et al.*, 2014). Gender discrimination is an acute and persistent problem in today's organizations, as individuals often complain that they experience personal discrimination based on gender in their workplaces (Gutek, Cohen, and Tsui, 1996). Pang and Huang, (2010) explained that gender discrimination is a kind of worldwide phenomenon which prevails in our daily life and workplace. In view of this, Gideon (2014) observed that in Nigeria, ethnicity and gender play a fundamental role in the development process and performances at the work place.

According to ILO (2007), gender discrimination is the act of treating people differently and less favorably because of their sex, irrespective of their merits or the requirements of the job. A similar definition is provided by Adhikari (2014) according to him Gender discrimination is the partiality

or biasness that an individual faces because of his/her sex. Gender discrimination is the consequence of persistent inequality between men and women in all spheres of life. The dimension and degree of discrimination against women manifests itself in different culture, politics, race, region, countries, and economies differently Khandaker and Rahman (2013). Gutek *etal.*(1996) observed that discrimination appears when employment decisions like hiring, performance evaluation, tasks and roles assignment, promotion, or wage allocation are based on an individual's personal characteristics such as age, race, appearance, sex or skin color rather than on performance and merit. On a more detailed and personal level, gender discrimination is believed to happen when decisions regarding human resources are based on an individual's gender, and associated characteristics, irrespective of the individual's qualification or job performance (Ngo, Tang and Au, 2002). Similarly, gender discrimination is defined as an individual's perception that he or she is dealt differently or less favorably at workplace due to his or her gender. Both men and women can perceive discrimination on the basis of their own gender (Cameron, 2001). But, normally, women perceive much gender discrimination upon them than their men colleagues at the workplace (Gutek *et al.*, 1996). Furthermore, when individuals perceive gender discrimination, they believe that members of their sex are

systematically deprived at the workplace as compared to members of the other gender (Cameron, 2001). This perception of discrimination on one side create negative feelings among employees, while on the other side it affect equal opportunity laws and ultimately affect the financial performance of organization (Foster, 1999).

Employees and job applicants can be discriminated against because of disabilities, genetic information, and pregnancy or because of their relationship with another person. Gender discrimination in employment and at workplaces may occur in different manner and may be of different nature (Bilkis *et al.*, 2010). Additionally, Abbas *et al.*, (2011) observed that gender discrimination may exist in various dimensions which include hiring discrimination, differences in salary and wages, discrimination/differences in promotion and inequity related to different goods and facilities provided to different gender. Employee is a back bone of the organization that performs critical tasks for the survival of the organization and employee productivity is affected by gender discrimination. Similarly, Peterson and Thea (2006) opined that there are so many ways of the gender biasness and discrimination in organizations due to the unfair actions of the employer; to include discrimination in job compensation package, hiring discrimination, and favoritism related to job promotion, and biasness in wage setting for

different type of job work. When the employee feels discriminated or undervalued chances of productivity level to reduce increase and the motivation for working and achieving goals for the organization begins to slowly dissipate (Kadiresan *et al.*, , 2015). Therefore, it is crucial for managers to be aware of their actions and feedbacks toward the employees. Gender discrimination is divided into Vertical and Horizontal discrimination.

2.3.1 Vertical Gender Discrimination

Vertical gender discrimination is a concept which represents the relative disadvantages regarding women's career opportunities, alluding to the growing difficulties for women when moving up the career ladder Cotter, Hermsen and Vanneman (2001). Hiau (2008) called this situation as 'Glass Ceiling'. He further explains that 'Ceiling' is a limitation blocking upward advancement and "Glass" (Transparency) because the limitation is not immediately apparent and is normally an unwritten and unofficial policy. The glass ceiling restricts females to reach to the positions of power and status within organization (Felicia and Octavian, 2012). The concept of glass ceiling can be defined as (a) the unseen, but impassable hindrance blocking women to reach to top executive positions irrespective of their achievements or merits. Consistently, Olojede (2009) observed that men dominated key

decision making levels in Federal Civil Service in Nigeria. The researcher in aligning with this though also observed that the institutions under study (Federal Polytechnic Mubi, Adamawa State University and School of Nursing Mubi) never had a female Rector, female Vice chancellor, or female Provost since inception till date and this further proves the existence of vertical gender discrimination in which women find themselves at an increasing disadvantage with regard to men as they rise in the organizational hierarchy. In view of this, this study sought to examine the effect of Gender Discrimination in Managerial role and promotion on performance among employees of tertiary institution in mubi metropolis.

2.3.2 Horizontal Gender Discrimination

Kelan (2009) explained that horizontal gender discrimination as the moment when inequality exists between male and female employees in provision of goods and facilities. According to Channar (2010) horizontal gender discrimination occurs when there is a different treatment for male and female employees within organization regarding job tasks, assignments, training opportunities, working conditions, and security of employment. Horizontal gender discrimination is described as formal or institutionalized processes that prevent a specific gender to certain outcomes such as job mobility, training and development opportunities, more job responsibilities

and other procedures related to hiring and firing of employees (Ozer & Gunluk, 2010). Horizontal discrimination occurs where men and women in an organization work in different types of jobs where inequity exist related to goods and facilities provided to different genders.

Horizontal gender discrimination identifies situations in which certain economic sectors, professions, or organisational departments are dominated by people of one sex. According to European studies, the most feminized professions in the EU are: shop assistants and store demonstrators, domestic and related helpers, cleaners and launderers, and personal care and related workers. In turn, the most masculinised include: motor vehicle drivers, building frame and related trade workers, and managers of small enterprises (Bettio & Verashchagina 2009). Women are twice as likely to be employed in low- -paid service-related jobs, and men are ten times as likely to work in highly- -paid technical professions (Langdon & Klomegah 2013). Relating this to the current study, it can be observed that men's dominated the Workshop/maintenance units of the study areas with no single women in some cases, even among the academic staff in all the three institutions there is dominance of men's over women on the other hand women also dominated the cleaning sections and secretariat units in the institutions under investigation. In view of the horizontal gender discrimination this study aims

to investigate the effect of gender Discrimination in hiring and provision of facilities on performance among employees of tertiary institution in mubi metropolis.

2.4 Meaning of Employees Performance

Employee performance plays a very significant role in determining the progress of a company. Employee performance is the accomplishment of agreed work at the right time in an effective and efficient way for anticipation of reward from the employer. Additionally, Shahzad, Sarmad, Abbas, and Khan (2010) explain that Performance refers to as the results or impact of activities of an individual over a given time span. Cascio, (2006) observed that employee's performance is the degree of an achievement to which an employee's fulfill the organizational mission at workplace. Gberevbie *et al.*, (2014) opined that performance refers to the aggregate effort comprises of abilities and task employees expended on their jobs. Performance has been perceived differently by various researchers, but most of the scholars relate performance with measurement of transactional efficiency and effectiveness towards organizational goals (Stannack, 1996; Barne, 1991). Research by Khera (2010) suggests that organizations need to manage their human resource effectively to get the maximum contribution of employees to organization achievement. Shahzads *et al.*, (2010) further

states that for achieving overall goals of an organization, managing and improving employee performance are decisive because employee performance has a direct relation to organizations productivity and triumph.

However, Qureshi, Zaman and Shah (2010) opined that there are number of factors affecting employee performance such as intrinsic, extrinsic rewards, well defined job description and a pessimistic impact of gender discrimination. Gender discrimination and employee performance are directly proportional and by implementation of proper gender discrimination policy within an organization help to attain increase employee performance, motivation and satisfaction (Abbas, Athar, Herani, 2010). Employee performance is higher in happy and satisfied workers and the management finds it easy to motivate high performers to attain firm targets. Consistently, Yahya (nd) observed that effective job performance has positive effects on both organization and its employees. However, when there is any form of discrimination such as gender, it is expected that there would be a shift in emotional status of such individual, which tends to affect his/her performance and career advancement, and this has nothing to do with specific gender of such a person or the job to be performed.

2.5 Discrimination and Employees Performance in Organizations

Owoyemi & Olusanya (2014) opined that discrimination is a sociological term referring to the unfair treatment against a person or a group based on class categorization, classification and division. Similar study by Odeku & Animashaun, (2011) expanded that discrimination means unfair or unjust treatment of or decisions affecting an individual because of factors not related to the ability of such individual to perform the job such as sex, race, age, marital status, disability, union membership, personal activities and similar factors. In other jurisdictions, the definition of workplace discrimination has been widened to incorporate harassment, sexual harassment, bullying, and workplace violence. However, Performance refers to the aggregate effort comprises of abilities and task employees expended on their jobs (Gberevbie, Osibanjo, Adeniji, & Oludayo 2014). Millcorvich & Bondream (1997) argued that employee performance in effect reflects the efficiency of the organization.

However, Adhikari (2014) investigated on the Impact of Gender Discrimination at Workplace in 5 private IT companies in Lucknow, the study result shows that despite an insignificant difference in male and female work performance; female employees are severely under-rewarded, which lead to de-motivation and lowers the morale of employees, there by affects their performances. Sears & Mallory (2011) research on Documented

Evidence of Employment Discrimination & Its Effects on LGBT People in America shows that discrimination has negative impacts on employees both in terms of physical and emotional health, wages and opportunities, job satisfaction, and performance. Abbas; Hameed & Waheed (2011) conducted research on Gender Discrimination & Its Effect on Employee Performance/Productivity in a telecom sector of Pakistan the study reveals that Gender discrimination in promotion and facilities are more responsible for the level of employee performance. Doucouliagos, Hone & Ulubasoglu (2006) conducted research on discrimination, performance and career progression in Australian public sector labor markets and found out that some differences exist in the rate of promotion on the basis of gender, and to a lesser extent, of birthplace which affect performance among employees. However, their study was limited to the Victorian public sector labor markets. They therefore, recommended the replication of this study to other sectors and may include pre-employment bias, incremental biases with respect to tenure and formal qualifications. On the basis of this, it is presumed that this study will contribute to knowledge by focusing on educational sector, more importantly within Nigeria polytechnic context.

While conducting a study on Gender Discrimination in Workforce and its Impact on the Employees Channar , Abbassi, & Ujan, (2011) found that

gender discrimination decreases satisfaction & motivation and commitment & enthusiasm level of employees, and increases the stress level in the employees i.e., because of discrimination, women showed less commitment and enthusiasm towards their job in Pakistan. It must be noted that their study was limited to the public and private health and education departments of Hyderabad and Jamshoro districts. Hence this particular study will consider a complete institution instead of departments to enable large sample size.

In addition, Gideon (2014) Conducted research on Demographic Characteristics, Discrimination at Work and Performance among Civil Servants in Nigeria. The study reveals that there was a negative significant relationship between employees' discrimination at work and their performance. Also, Gberevbie; Osibanjo; Adeniji; & Oludayo (2014) found that managerial roles based on gender discrimination against women in government universities in Lagos state have affected employee job performance negatively. It must however be noted that their study was limited to government universities in Lagos state. Hence the need for further study on the polytechnic system since the two are different to a very large extends.

Inconsistently, Yahaya(1992), study reveals that gender and behavior patterns had no significant influence on employee's job performance. The study disputed the stereotypic view that employees performed better in their jobs on the basis of gender and behavior pattern.Khalid & Aroosh (2014) examine the Outcomes of Gender Discrimination, a study of female Workers in Banking Sector of Pakistan. Their study result shows that gender discrimination has no impact on employee performance and organization commitment,but suggested that future studies in this area be made on public sector organization and also future studies are encouraged to deeply explore what other factors can affect this relationship.Soomo, Soomro and Memon (2015), investigated on Gender Discrimination and its impact on Employee Productivity/Performance theirresult shows that gender discrimination factors are not much contributing towards employee performance, only single variable that is gender discrimination in promotion is positively related with employee performance.

Organizations are established basically to achieve the goals of profit maximization or provision of quality services to enhance the living standard of the people in any society (Gberevbie *et al.*, 2014). To achieve these goals, competent employees are required. Employees are the most important assets in organizations, which without, the goals and objectives may not be attained

(Alil, Elmi & Mohamed, 2013). Employee performs critical tasks for the survival of the organization irrespective of any gender differences male/female (Abbas *et al.*, 2011). The perceived individual expected performance is a function of variables such as motivation, emotional stability and psychological status. However, when there is any form of discrimination such as gender, it is expected that there would be a shift in emotional status of such individual, which tends to affect his/her performance and career advancement, and this has nothing to do with specific gender of such a person or the job to be performed. Employment discrimination generally occurs when an employee is intentionally treated differently because of his or her race, color, religion, national origin, disability, gender, sexual orientation or age by the employer in either the phases of hiring, discipline, performance appraisal or termination of appointment. In Nigeria, the labor laws prohibit discrimination in a number of work-related areas, including recruiting, hiring, job evaluations, promotion policies, training, compensation and disciplinary action. Moreover, treating a person differently from others violates Equal Employment Opportunity (EEO) laws advocated by most countries.

Additionally, Gender discrimination is not only harmful to the professional growth of an individual but also limits the growth of business

firm (Owoyemi *et al.*, 2014). It can reflect negatively on the organization's performance, especially when those that can contribute to development of the organization have been discriminated against and are not opportune to work for the organization. It can compromise quality of workforce by creating an unhealthy work environment that is not conducive for employees' performance. Gender discrimination can result in poor retention of women and men at work. Lastly, it leads to the negative public image of the country, government and the employers.

2.6 Gender Discrimination in Hiring and Performance among Employees

The concept of gender discrimination during the recruitment process has to do with the nature of the job, such as long hours, travelling, relocation and the like, which females (mostly married) might not be willing and readily available accept such jobs and hiring the wrong person for the job can be costly. The time and expenses associated with advertising, agency fees, interviewing candidates and the negative long term financial and non-financial implications of hiring the wrong person make finding and hiring the right person critical (Gberevbie *et al.*, 2014). Pager & Western (2012) observed that in the case of hiring discrimination, applicants have very little information with which to assess the legitimacy of employers' decision-making.

Gender differences in hiring have negative relationship with productivity (Abbas *et al.*, 2011). Teigen (1999) examines the hiring issues of one decade from 1985 to 1994 related to gender inequality. The research investigation aims to identify the discriminatory practices in hiring of different gender (sex). It was found out that hiring responsible persons depends on personal suitability and that the main three reasons for biasness in hiring include; women are more unfit, renewal, and continuity. The study recommended that quota be fixed at least for fair participation. Channar, (2010) study found out that females were discriminated more than males in employment, more in public sector than in private sector of Pakistan; the current study will be able to examine this findings with respect to the selected institution Nigeria in order to validate or refute the previous findings.

Petersen and Thea (2006) describe that the least clear aspect of recruiting process is relationship between employer and employee. The hiring authorities are fully aware and conscious about gender biasness in hiring. They use their best understanding while hiring male or female employee and consider all positive and negative aspects. They investigate from different employees related to the answer of the question; that who gets the job offer male or female? What are the outcomes of discrimination of

different sex? The finding reveals that debate is beyond the limits, hiring authorities search from the pool but did not find qualified, eligible and suitable female. They conclude that all responsible persons are avoiding unconscious biasness. Olufemi, Adejuwon and David (2011) Observed that in Nigeria, civil service hiring men into senior management positions has been used as an instrument of control over female employees. Although, this may be treated by a society as legitimate, the practice still continues.

2.7 Gender Discrimination in Promotion and Performance among Employees

Promotion is appointment to new position at a higher level which involves increased accountability, higher level technical skills and/or increased supervisory responsibility” or a career progression and advancement within the firm involving greater responsibility, rather than simple position reclassification. Discrimination, in promotion systems can be positive or negative, and reflects the extent to which a worker’s expected returns from promotion are influenced due to personal worker characteristics or attributes that are unrelated to their effort or performance. The expected returns to the individual from the promotion process over time may be affected by a change in the prospects for promotion and/or a change in the actual return from a promotion. For example, negative discrimination in a

promotion process could exclude women from some jobopportunities (e.g. glass ceiling effects), reduce their rate of advancement in any classification, orreduce the pay increment for any promotion received.

Swimmer (1990) has concluded that female clerical employees are discriminated in getting promotions as compare to male. Results show that promotion criteria for females' clerks are difficult and different as compare to male employees. Francine & Jed (2007) have found gender difference in promotion rate or higher rank is lower for female employees and also find no gender difference in salary growth attach to promotion. Inconsistently, Deborah (2011) explain that male employees had more likely to receive promotion as compare to female employees, but female employees has higher wage increases linked to promotions.

2.8 Gender Discrimination in Facilities and Performance among Employees

Gender discrimination is defined as all forms of differentiation, exclusion, or limitation, made without any justifiable reason on the basis of one's sex, in the recognition, enjoyment or exercise of basic human rights in any political, economic, social, and cultural sectors. In view of this, Abbas *et al.*, (2011), conducted research on gender discrimination and its effects on performance in Pakistan and reported that gender disparity in provision of goods and facilities have negative relationship with performance among

employees. They suggested that the human resource managers should be careful while providing facilities to employees in order to avoid any gender discrimination because it has a direct relationship on employee productivity and which will reduce organizational productivity.

2.9 Gender Discrimination in Managerial role and Performance among Employees

The concept of gender discrimination is synonymous with the concept of glass ceiling, which prevents female gender and minorities from assuming senior management positions in organizations (Gberevbie *et al.*, 2014). It is important to note that, this denial has nothing to do with the skill, experience or capacity but simply because she is classified as female gender, which is natural and no one has a say in the creation of such individuals. Gberevbie *et al.*, (2014) explained that gender discrimination negatively affects employee performance and female staffs are discriminated by not getting higher level positions or managerial position which affects their performance. Olufemi, Adejuwon and David (2011) observed that in Nigeria women constitute about sixty percent of the population and there are still a disproportionate low number of them in senior leadership positions in all areas.

2.10 Theoretical Issues

Theoretically, the concepts of gender discrimination can be seen from different perspectives. For instance, Social identity theory posited that people divide themselves into social categories and then identify more with members of their own category than with members of other categories. Tajfel and Turner (1986) suggests that in Social identity theory attitudes are shaped by an individual's membership in social groups and the evaluation of one's groups in social comparison to specific other groups. According to this approach, identity has a social component derived from salient group memberships, such as gender, race, class, and nationality (Ashforth & Mael, 1989). Wharton (1992) observed that people may identify more with individuals who are similar along a dimension of social identity that they believe has been used as the basis of discrimination against them. According to this theory, individuals are continuously struggling to fulfill the competing demands and expectations based on membership in their identity and organizational groups (Thomas, 1989). This division and intergroup comparison provide basis to different treatment for different groups within organization and this unfair treatment is the focus of this study.

Gender role theory, According to this theory, women and men tend to differ in a wide range of social behaviors in social contexts in which gender roles are salient. Gender role theory is based on the assumption that

individuals socially identified as males and females tend to occupy different roles within social environment and tend to be judged against different expectations for how they ought to behave. Hence, this theory predicts that males and females will develop different skills and attitudes and they will behave differently Shah and Rasli(2015). It is generally assumed that men and women not only in their physical structure but also in their behaviors and attitudes differ. This theory predicts that males and females will develop different skills and attitudes and that they will behave differently. This socially identified difference between males and females provide basis to different treatment for males and females within organization (Kirtan and Greene 2005).

Equity Theory focuses on equity and inequity when rewarding or punishing employees. This theory describes that the way individuals are managed at work influence their behavior and attitude to work. An employee seek a fair balance between what he or she puts into the job and what he or she gets out of it (Shah *et al.*, 2015). Employees form perceptions of what constitutes a fair balance or trade of inputs and outputs by comparing their own situation with other colleague at the workplace. If they find the results of this comparison fair, individuals become satisfied; on the contrary, if they perceive disproportionate differences, individuals act in order either to

restore equity or to eliminate the source of inequity. Individuals working in situations of inequity experience greater distress than those working in equitable situations Ensher, Elisa & Donaldson (2001). From this theory we can imply that lack of equity in an organization makes employees feel discriminated and such may not perform well.

Finally, the Stereotyping theory emphasis that people tend to categorize each other by sex, which activates gender stereotypes and may elicit gender-based in-group/out-group processes. By assuming that men and women should play different roles in society, sex stereotyping restricts individual choice. Stereotyping results in discrimination against both men and women, and sex stereotyping of women remains evident at work (Shah *et al.*, 2015). The stereotypes of 'proper' male and female roles enforce and strengthen gender segregation in the workplace and the consequences of this phenomenon (Plaza, 2004). Due to the cultural and religious norms that society embraces, it is important to note that one of the reasons for gender discrimination in labor market is the persistence of traditional stereotypes regarding the male and female roles in the family, employment and society.

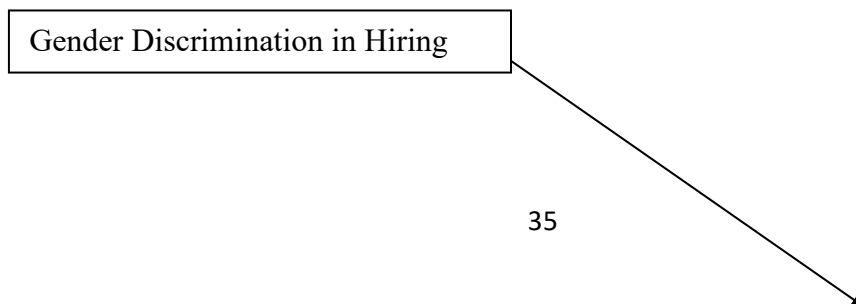
In sum, the aforementioned theories provide support to this study which focus on examining the effects of gender discrimination on performance among employees of selected tertiary institutions in mubi

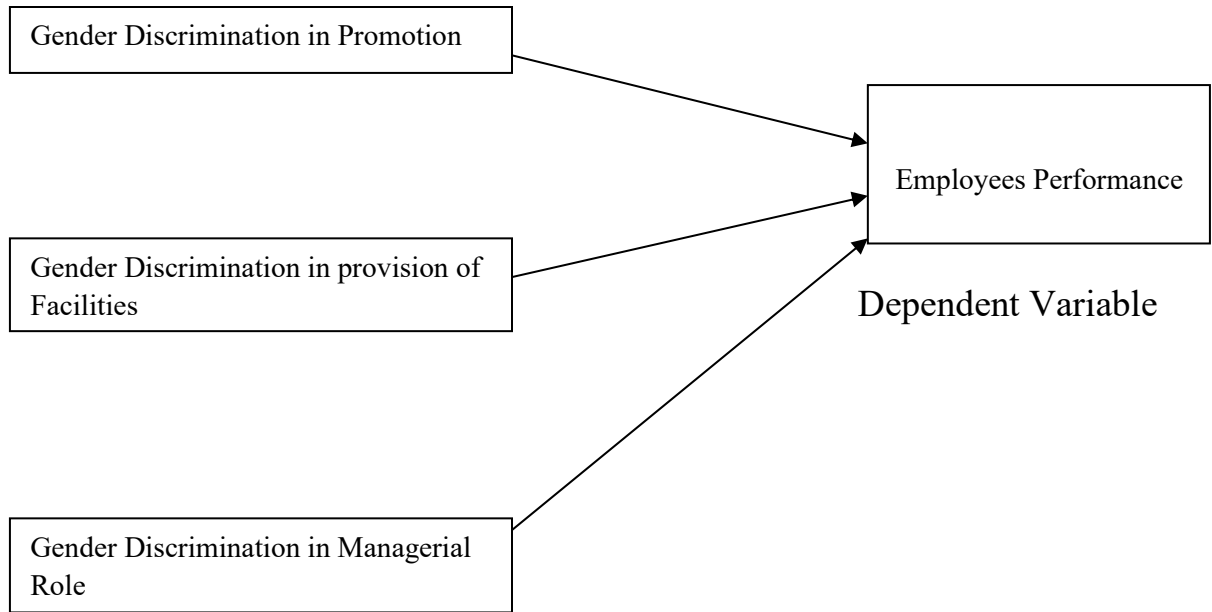
metropolis but more specifically this study will adopt the Equity theory as it framework because the theme of this theory is very clear, everyone can easily understand the theory as it is dealing with our feelings toward equity and justice. These are very important issues for individuals and that is why individuals will be inclined to understand this theory more clearly. The theory further provides two types of comparisons (first inputs and outputs comparison and then comparison with other colleague). Lastly, this theory reveals that, when an individual perceives injustice, he/she will feel anger and will try to reduce equity.

2.11 Theoretical Framework

The model for this research is adopted from Abbas;Hameed & Waheed (2011) model by incorporating Gender Discrimination in Managerial role. They conducted a research on Gender Discrimination & Its Effect on Employee Performance/Productivity in Pakistan by looking at Hiring discrimination, promotion discrimination and facilities discrimination and employee's performance. Theempirical model for this study is shown below:

Figure 2.1 Framework of the Study





Independent Variables

Source: Author

The above model served as a basis for answering the research questions as well as testing the research hypothesis formulated in this dissertation. However, abundant theories can be found in the literature that explained the dynamic nature of Gender discrimination and employees' performance in an organization. For the purpose of this study Equity theory was used because of its alignment with gender discrimination and employee's performance as discussed above. In the model there are four independent variables: gender discrimination in hiring, gender discrimination in promotion, gender discrimination in provision of facilities and gender

discrimination in managerial role which are predictors of the dependent variable employees performance.

CHPATER THREE:

RESEARCH METHODOLOGY

3.1 Introduction

The introductory aspect of this research is discussed under chapter one, chapter two dwells on the literature review. This chapter presented the methodology for the study. Specifically, it covered research design; population of the study; sample size and sampling method; research instrument used; method of data analysis, and measurement of variables.

3.2 Research Design:

Research design is a plan and the procedure for research that span the decisions from broad assumptions to detailed methods of data collection and analysis (Creswell, 2009). A research design is set up to decide on, among other issues, how to collect data, analyze and interpret them, and finally, to provide an answer to the problem (Sekaran, 2003). The research design that was adopted in this study is a survey research design, because it is quite flexible and can therefore appear in a variety of forms and is characterized by the collection of data using standard questionnaire forms. For the purpose of this study cross-sectional data was adopted. Other aspects of the design include population of the study, sample and sampling techniques, instrument of data collection, method of data collection and method of data analysis. These are discussed as follows:

3.3 Population of the Study

For the purpose of this research the total population is 3,376 employees drawn from the tertiary institutions in Mubi to include: Federal Polytechnic, Mubi (2481), Adamawa State University, Mubi (768), College of Health Technology, Mubi (127).

Institution's Name	No.of Male Staff	No.of Female Staff	Total Staff
Federal Polytechnic Mubi	1873	608	2481
Adamawa State University Mubi	555	213	768
College of Health Technology Mubi	86	41	127
Grand Total			3,376

3.4 Sample and Sampling Technique

A sample is a subset or part of entire population deliberately taken by a researcher to represent the population of the study. The sample size for this

study is 371 employees based on Yamane (1967) formula for scientific guideline of determining sample size for research activities. However, this study used proportionate stratified random sampling technique to select a sample across the institutions and the proportionate percentage is 11 %.

A sample of three hundred and seventy one (371) staff was selected from the three institutions. Two hundred and seventy three (273) was drawn from the federal polytechnic mubi, Eighty four (84) was drawn from Adamawa state university Mubi and fourteen (14) was drawn from College of health technology Mubi. The Yamane (1967) formula” was used in determining the sample size.

$$n = \frac{N}{1 + N(e)^2}$$

Where

n= the sample size

N= Finite population

e= Error Term (5%)

1= unitary (a constant).

However, a quota sampling method was adopted for this study, because the institutions are divided according to departments and will be easy for the researcher to collect information from each of the

departments. Sekaran (2013) observed that quota sampling fixed for each subgroup is based on the total numbers of each group in the population.

3.5 Instrument of Data Collection

A well-structured questionnaire containing 32 questions was distributed by the researcher with the support of two research assistance. The questionnaire was divided into three sections in which section one covered the demographic responses of the respondents, section two covered gender discrimination and section three of the questionnaire covered the employee's job performance. The responses were measured using a five point's likert scale. The questionnaire was developed using English because it is the official language in Nigeria.

3.6 Method of Data Analyses

The data that was collected using the questionnaire were checked for necessary correction and editing. For the analysis of the data, Statistical Package for Social Sciences (SPSS v.20) was used. Correlation and regression was used for the analysis of the gender discrimination and employees performance in order to measure the variance between the observed (The actual field results) and the expected (the hypothesis) with a view of arriving at deduction or validate (reject or confirm) research hypotheses.

3.7 Measurement of Variables

This study has two major variables to be measured using two instruments adopted from different authors. Employee's performance variables was measured using Role Based Performance Scale (RBPS) by Welbourne, Johnson, and Erez, (1997) and gender discrimination was measured using three items scale developed by Ozer and Gunluk (2010) and a 15 items scale developed by Gberville *et al.*, (2014).

3.7.1 Employees performance Variable

Employees' performance variable is a dependent variable in this study and was measured using the role based performance scale developed by Welbourne, Johnson, and Erez, (1997). A five point likert scale ranging from (1) representing strongly disagrees to (5) representing strongly agree will be adopted. The RBPS have reliability Cronbach Alpha coefficient of .821 and five dimensions to include Job, Career, Team, Innovator and Organization with four items measuring each dimension. Example of items concerning job is "I put more effort to achieve quantity of work output". Example of items concerning Career is "I have skills needed for my career achievement". Example of items concerning team "I work as part of a team or work group". Example of items concerning innovator behavior is "I develop new

ideas”.Example of items concerning organization includes; “I do things that help others even when it is not part of my job”

3.7.2 Gender Discrimination Variable

Gender discrimination variable is the independent variable in this study and will be measured using a three items scale developed by Ozer and Gunluk (2010)and a 15 items scale developed by Gbervbie *et al.*, (2014). The three items scale developed by Ozer and Gunluk (2010) reliability Cronbach Alpha coefficient is 0.89 and composite reliability coefficient (CRC) is 0.889. Examples of this item include; I believe that my current employer discriminates against me regarding promotion; I believe that my current employer discriminates against me regarding task assignments and I believe that my current employer discriminates against me regarding annual compensation.

Similarly, the 15 items scale developed by Gbervbie *et al.*, (2014) has a reliability Cronbach alpha coefficient of .814 indicating high reliability. Example of items in the scale include: My institution have gender inclusive culture in recruiting and selection of staff, I believe that I have more potential and ability than what I apply in my current position, My

gender does influence my profession, Male are more active in managerial role compared to female counterpart, etc.

CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

4.1 Introduction

This chapter discusses response rate from the field and the characteristic of the respondents. Secondly, this chapter analyses result of the reliability analysis of the major constructs of the study. Additionally, based on the data gathered from the questionnaire survey, this chapter analyzed the correlation and multiple regression relationship between gender discrimination in promotion, hiring, managerial role and facilities among employees of selected tertiary institutions in mubi town, Adamawa State

4.2 Questionnaire Response Rate

A total of 371 copies of the questionnaire were distributed to the targeted sample across the selected institutions in mubi metropolis in Adamawa State, Nigeria. The selected institutions are Adamawa State University, Federal Polytechnic Mubi, and College of Health Technology. However, as shown in table 4.1 a total of 280 copies of the questionnaire were used for the data analysis, thus giving a total response rate of 75 %. Specifically, after the data collection a total of 10 copies of the questionnaire were removed from the study because of incomplete response and 81 copies of the questionnaire were not returned as most of the time the respondents

were not on seat and the researcher wanted to meet up with the April 2016 submission date line.

Table 4.1: Questionnaire Response Rate

Item	Frequencies	Percentages %
Distributed copies of the questionnaire	371	100
Returned copies of the questionnaires	290	78
Unreturned copies of the questionnaires	81	21
Useful copies of the questionnaires	280	75

Source: Field Survey, 2016

4.3 Characteristic of the Respondents

This portion is concerned with description of the sample of the current study. It involves the description of the sample at individual level. Table 4.2 presents demographics and characteristics of the respondents who have participated in the current survey. The respondents consist of senior and junior level employees of the selected institutions in mubi metropolis. The characteristics of respondents examined included gender, age, marital status, educational qualification, cadre and working experience. The characteristic have been measured on nominal and ordinal scales as can be seen below

Table 4.2 Respondents Profile

Demography	Details	N	% of Respondents
Gender	Male	175	63
	Female	105	37
Age	18-27	19	6.8
	28-37	100	35.7
	38-47	106	37.9
	48-57	45	16.1
	58 Above	10	3.6
Marital Status	Single	55	19.6
	Married	207	73.9
	Divorced	9	3.2
	Widow	9	3.2
Educational Qualification	SSCE/WAEC	18	6.4
	ND/NCE	84	30.0
	B.Sc/B.Tech	113	40.4
	MBA/M.Sc	60	21.4
	PhD	5	1.8
Cadre	Junior Cadre	63	22.5
	Senior Cadre	217	77.5
Working Experience	Less than 1 year	15	5.4
	1-4 years	39	13.9
	4-8 years	122	43.6
	8-11 years	104	37.1

Source: Field Survey, 2016

Table 4.2 above shows that majority of the respondents are male employees from the selected institutions in mubi metropolis constituting 175 (63%) and the female are just 105 employees representing (37 %). This informed the fact that the issue of gender balance is not strictly adhered by the selected tertiary institutions in mubi metropolis. Additionally, the above table reveals that respondents ages between 28- 37 (100) and 38- 47(106) constitutes majority respondents for this study. The age bracket of 28- 37 represent 35.7 % of the respondents and 38-47 represent 37.9 % of the total responses. This means that the research sourced it data from the most active and productive group and whose information can be rely upon as they are not too old to forget their memories and not immature to ignore what is happening in their institutions.

Similarly, on educational qualification the B.Sc/B.Tech constitutes the majority of the respondents with (113) (40.4 %). This can be attributed to the fact that majority of the employees are not willing or allowed to further their studies in order to better their job by impacting more positively in line with global happenings or changes. The least groups are the Ph.D holders constituting (5) (1.8 %) of the total responses followed by those holding SSCE/WAEC Certificates representing (18) (6.4%) of the total respondents.

Regarding the issue of cadre most of the respondents for this study fell within the senior cadre of the selected institutions with (217) (77.5 %). The junior cadre respondents are the minority with (63) (22.5). On the working experience the pool of the respondents worked between 4-8 years (122) (43.6 %) and 8-11 years (104) (37.1 %) respectively. The least respondents served for less than a year and they constitute (15) (5.4 %).

Additionally, the table above reveal that the number of male's employees in all the institution under study is greater than the number of female employees by two to three times, this justify the existence of gender discrimination in Hiring and recruitment in all the institutions. This population data was collected from the open registry and bursary units who are responsible for salaries and files documentations for all the staff.

4.4 Descriptive Analysis of Variables

Before running an analysis, it is a good idea to look at the individual Variables first to know how the respondents have replied to particular questions. In this sense, the statistical values of mean and standard deviation were calculated for all the variables of the study table 4.3 showed the result. The variables of the study were measured on a five points Likert scale.

Table 4.3: Descriptive Analysis of Variables

Variables	N	Mean	Std. Deviation
EMPJPER	280	36.02	9.998
GDMR	280	11.73	3.782
GDPRM	280	16.26	4.763
GDFA	280	10.34	3.239
GDHIR	280	11.50	3.576

Source: Field Survey, 2016

Table 4.3 above demonstrated that the mean value for employee job performance (EMPJPER) of 36.02 was higher than the mean values for gender discrimination in managerial role (GDMR) , gender discrimination in promotion (GDPRM), gender discrimination in facilities (GDFA) and gender discrimination in hiring(GDHIR) respectively. The descriptive analysis further reveals that gender discrimination in facilities (GDFA) has the lowest mean value of 10.34. Similarly, as indicated above the means values of 11.50 above are most frequent.

4.5 Reliability Analysis

In almost every case, Cronbach's alpha is an adequate test of internal consistency reliability (Sekaran, 2003). Cronbach alpha is a reliability coefficient that indicates how well the items in a set are positively correlated

to one another. The reliability of a measure indicates the extent to which it is without bias (error free) and hence ensures consistent measurement across time and across the various items in the instrument. Reliability of scores on instruments leads to meaningful interpretations of data (Creswell, 2011). The internal consistency of measures is indicative of the homogeneity of the items in the measure that tap the construct. In other words, the items should hang together as a set, and be capable of independently measuring the same concept so that the respondents attach the same overall meaning to each of the items.

This study used Cronbach alpha coefficient to estimate the internal consistency of the survey instrument in order to have meaningful interpretation of data. Therefore, the reliability tested for this study is based on individual items measuring each of the dimensions of gender discrimination and job performance. The closer Cronbach's alpha is to 1, the higher the internal consistency reliability of the instrument (Sekaran, 2003). However, this study reliability result demonstrated that Cronbach value of (.565) belonging to gender discrimination in hiring is the least reliability value for all the variables under investigation but also falls within the acceptable range. The highest Cronbach alpha value for this study reliability is (.896) belonging to employees performance, followed by (.844) Gender

discrimination in facilities, (.751) gender discrimination in promotion and (.595) gender discrimination in managerial role. Thus indicating that the instrument used for this study was reliable because all the values are greater than .05 tending towards 1. The instrument had a good and acceptable reliability as far as internal consistency is concerned. That is the instrument can give consistent results on the effects of gender discrimination on performance among employees of selected institution in Mubi Metropolis, Adamawa State Nigeria

Table 4.4: Summary of Reliability Analysis of Variables

Variables	No of items	Cronbach alpha
Gender Discrimination in managerial role	5	.595
Gender Discrimination in Promotion	5	.751
Gender Discrimination in facilities	3	.844
Gender Discrimination in Hiring	4	.565
Performance	20	.896

Source: Field Survey, 2016

4.6 Results of Correlation Analysis

Correlation analysis was performed to explain the relationships among all the variables in the study. Specifically, Pearson correlation was used to examine the correlation coefficient among the variables. From the a priori Stated in the previous chapter, a positive relationship is expected between the measures of gender discrimination in managerial role, gender

discrimination in promotion, gender discrimination in facilities, gender discrimination in hiring and employees job performance variable. Table 4.5 presents the correlation coefficients for all the variables considered in this study.

Table 4.5: Correlation between Gender Discriminations and Employees Performance

		Correlations				
		GDMR	GDPRM	GDFA	GDHIR	EMPJPER
GDMR	Pearson Correlation	1	.140*	.165**	.213**	.210**
	Sig. (2-tailed)		.019	.006	.000	.000
	N	280	280	280	280	280
GDPRM	Pearson Correlation	.140*	1	.686**	.573**	-.042
	Sig. (2-tailed)	.019		.000	.000	.487
	N	280	280	280	280	280
GDFA	Pearson Correlation	.165**	.686**	1	.636**	-.114
	Sig. (2-tailed)	.006	.000		.000	.056
	N	280	280	280	280	280
GDHIR	Pearson Correlation	.213**	.573**	.636**	1	.116
	Sig. (2-tailed)	.000	.000	.000		.052
	N	280	280	280	280	280
EMPJPER	Pearson Correlation	.210**	-.042	-.114	.116	1
	Sig. (2-tailed)	.000	.487	.056	.052	
	N	280	280	280	280	280

*. Correlation is significant at the 0.05 level (2-tailed).

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

Source: SPSS V. 20 Computation output, 2016

Table 4.5 above presents the correlation analysis between gender discrimination and employee's performance in the selected tertiary institutions in mubi metropolis, Adamawa State. The correlation analysis is conducted before hypothesis testing in order to determine the extent to

which they were related. Another essence for using correlation is to check for multicollinearity. The values of Pearson correlation in table 4.5 above show the relationship between all the variables of the study and hence, check for the multicollinearity. The general rule of thumb is that it should not exceed .75 and from the correlation table none of the values that exceeded the threshold value. Considering this value of the correlation coefficient it means that all the variables of this study were within the acceptable range and would not cause any problem of multicollinearity.

Primarily, the correlation analysis results between the independent variables and the dependent variable suggested negative statistical support to the hypotheses of this study with the exception of gender discrimination in managerial role which reveals positive support to the hypothesis. Specifically, gender discrimination in managerial role correlate with employees job performance at $r(280) = .210^{**}$, $P < .000$, one tailed, but gender discrimination in promotion doesn't correlates with employees performance at $r(280) = -.042$, $P < .487$ at one tailed, similarly, gender discrimination in facilities doesn't correlates with employees performance at $r(280) = -.114$, $P < .056$ and finally, Gender discrimination in hiring doesn't correlates with employees performance at $r(280) = .116$, $P < .052$ one tailed. Going by the significance value of $P < .487$, $.056$, and $.52$ the

alternate hypothesized relationship are supported by the correlation analysis meaning that gender discrimination in facilities, gender discrimination in hiring and gender discrimination in promotion are not in any way related with employees' performance. Inconsistently, gender discrimination in managerial role is significantly related with employees performance at $r(280) = .210^{**}$, $P < .000$. It can be understood that among all the independent variables only gender discrimination in managerial role relate with employee's performance but all other once could relate significantly with performance among employees of higher institution in Mubi town.

Secondarily, the result reveals that gender discrimination managerial role positively significantly correlates with gender discrimination in facilities at $r(280) = .213$, $P < .000$ one tailed, also worthy to mention is the positive significant relationship between gender discrimination in hiring and the other independents variables.

The correlation analysis result for this study does not imply causation (cause and effect) but merely an association between the variables. However, in order to determine the effect of the relationship between independent and the dependent variables multiple linear statistical analyses is required.

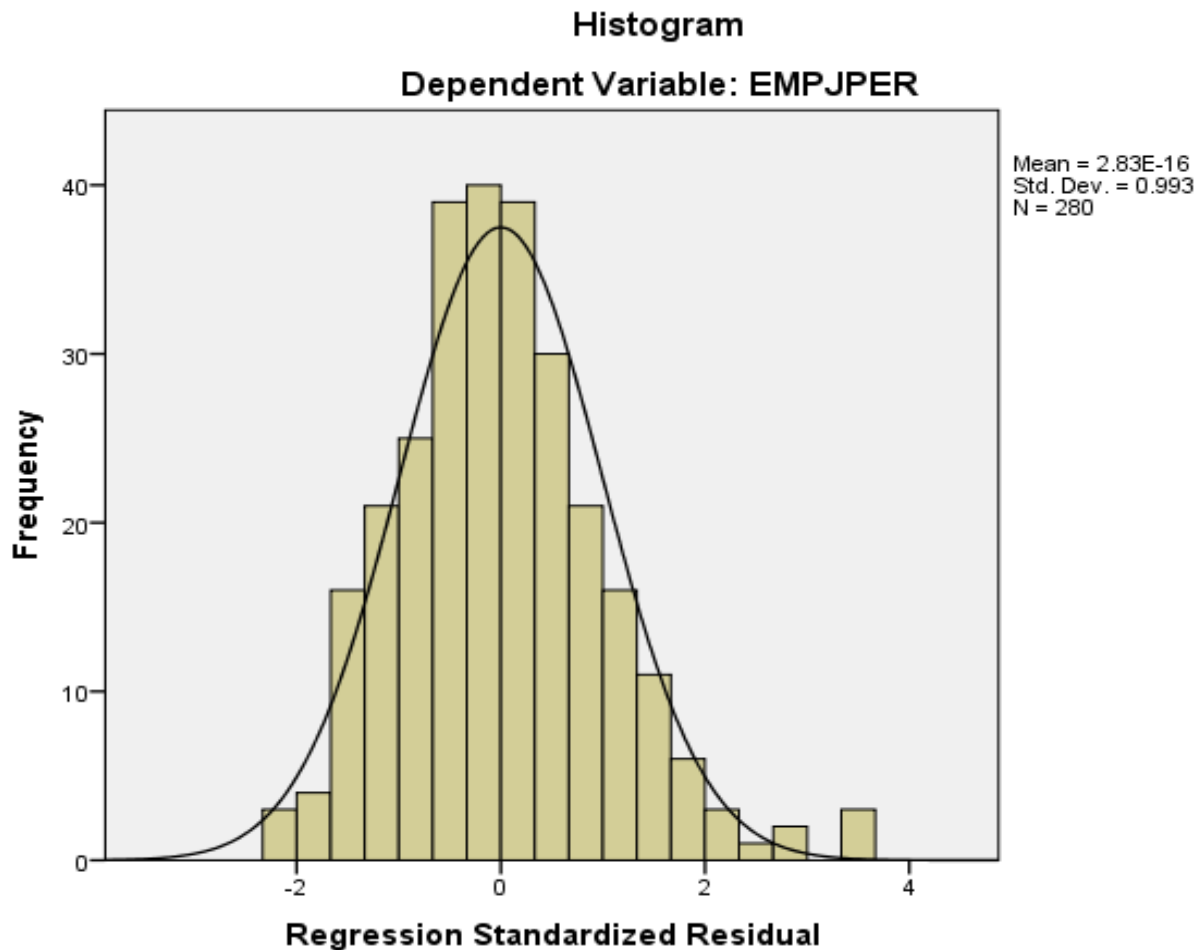
4.7 Regression Analysis

A number of conditions need to be met before we can use regression analysis with confidence (Muijs, 2011). The two most important conditions are that the relationship between independent and dependent variables must be linear and that the independent variables shouldn't be too strongly correlated to one another. To achieve this, normality, multicollinearity, linearity and independent error term were used.

4.7.1 Normality

Normality assumption of data distribution is achieved using different ways (Muijs, 2004). For the purpose of this study Histogram residuals plots was used to assess the normality. Using this approach, the distribution of the plot needs to appear normally distributed. This mean that, the assumption of normality test is met when the residuals fall along the diagonal with no systematic departures as can be seen from the Histogram of the standardized residuals below. Figure 4.1 demonstrated that the normality assumption is not violated since almost all the bars on the histogram were closed to a normal curve, hence the distribution is normal.

Figure 4.1 Histogram



Source: SPSS V. 20 Computation output, 2016

4.7.2 Multicollinearity

Multicollinearity is concerned about the degree of high correlation among independent variables. Here, the precondition is that our predictor (Gender Discrimination) variables mustn't be too strongly correlated with one another. If they are, this will cause serious problems in estimating the relationship between the employees' performance and gender discrimination

variables because it becomes hard to calculate the individual contribution of each variable. When gender discrimination variables are very highly correlated, we have to wonder whether they are not in fact measuring the same thing and would be better combined into one new variable.

Variance inflation factor (VIF) and tolerance statistics are also other methods that can be used to check multicollinearity. These two measures do essentially exactly the same thing (Muijs, 2011). In this study, tolerance was considered. Tolerance is the amount of variance in the individual variable not explained by the other predictor variables. It varies from 0 to 1. A value close to 1 indicates that the other predictors do not explain the variance in that variable and a value close to 0 suggests that almost all the variance in the variable is explained by the other variables (Muijs, 2011). The result in table 4.6 indicates that multicollinearity does not exist among the gender discrimination dimensions and employees job performance variables.

Table 4.6 Tolerance and VIP values

Independent Variables	Collinearity Statistics	
	Tolerance	VIF
GDMR	.953	1.049
GDP	.498	2.009
GDF	.440	2.271
GDH	.550	1.819

Source: Field Survey, 2016

4.7.3 Independent of Error Term

The assumption of independence of error term implies that the samples are independent from one another. Durbin –Watson value is used to achieve that, and the rule of thumb for determining the independent error term State that if Durbin -Watson value is between 1.5 to 2.5 the assumption of the independence of error term is not violated. Going by this study Durbin – Watson value of 1.5 the assumption is fulfilled hence, independence of error term is not violated.

4.8 Results of Multiple Regressions Analysis

This section presented the results of hypotheses testing of the relationships between gender discrimination and performance among employees of selected tertiary institutions in mubi metropolis, Adamawa State Nigeria. In the preceding portion correlation analysis was conducted to establish the relationship between the gender discrimination dimensions and performance among employees. However, to understand the actual effects of the various gender discrimination dimensions under investigation on performance among employees, multiple regression analysis was conducted. The multiple correlations indicate how well is the combination of independent variables predicts the dependent variable. More precisely, the coefficient of the regression analysis show how individually each dimension affect the employees' job performance even though collectively there may have less impact but individually they may have positive or negative impact to make.

Primarily, the regression result shows the impact of gender discrimination on employees' performance in a sample of 280. The result showed that the regression equation with all the gender discrimination dimensions was significant at $R = .336$, $R^2 = .113$, $R^2_{adj} = .100$, $F = (8.747)$, $p < .000$. This means that the multiple regression coefficients between the independent and the dependent variables were .113. Specifically, gender

discrimination in managerial role, gender discrimination in promotion, gender discrimination in Facilities and gender discrimination in hiring have accounted for 11.3 % of the variation in the performance among employees of selected tertiary institutions in mubi metropolis. The F- values of (8.747) shows that the models indicated some linear relationship between the variables and significantly positively and negatively predicted the dependent variable (employees' performance) as can be seen at their individual analysis below in the coefficient table.

Table 4.7

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.336 ^a	.113	.100	9.485	1.495

a. Predictors: (Constant), GDHIR, GDMR, GDPRM, GDFA

b. Dependent Variable: EMPJPER

Source: SPSS V. 20 Computation output, 2016

Table 4.8

ANOVA^a

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	3147.539	4	786.885	8.747	.000 ^b
Residual	24740.332	275	89.965		
Total	27887.871	279			

a. Dependent Variable: EMPJPER

b. Predictors: (Constant), GDHIR, GDMR, GDPRM, GDFA

Source: SPSS V. 20 Computation output, 2016

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	31.218	2.614		11.942	.000		
GDMR	.540	.154	.204	3.512	.001	.953	1.049
1 GDPRM	-.029	.169	-.014	-.169	.866	.498	2.009
GDFA	-.984	.264	-.319	-3.726	.000	.440	2.271
GDHIR	.792	.214	.283	3.698	.000	.550	1.819

a. Dependent Variable: EMPJPER

Source: SPSS V. 20 Computation output, 2016

Though collectively they are significantly related with employees performance but individually they differ on how much impact they have thus; the result of insignificant ($\beta = -.029$, $t = -.169$, $P < .866$) impact of gender discrimination in promotion on performance may not have appeal to our expectation. We have expected positive significant relationship between gender discrimination in promotion and employees' performance, but the result demonstrate that promotion based on gender may not be good for employees to put in their best. The finding is in line with the finding of Yahaya (1992).

Secondly, the result of negative ($\beta = -.984$, $t = -3.726$, $P < .000$) significant impact of gender discrimination in facility on employees' performance is also not in line with contemporary expectation. The researcher also expected to have positive significant relationship because if

facilities are adequately provided it is expected that work performance will improved geometrically. The result is consistent with Khalid *et al.*, (2014) and contrary to the findings of Channar *et al.*, (2011).

Thirdly, the regression result of positive ($\beta = .540$, $t = 3.512$, $P < .001$) significant impact of gender discrimination in managerial role on employee's performance is in line with the researcher expectation. Consistently, the last regression result reveals a positive ($\beta = .792$, $t = 3.698$, $P < .000$) significant impact of gender discrimination in hiring on employees performance in the tertiary institutions under investigation. These two findings are consistent with previous studies (Abbas *et al.*, 2011; Doucouliagos *et al.*, 2006; Soomo *et al.*, 2015; Channar *et al.*, 2011).

Contrary to the researcher expectation, the result demonstrated that two (2) out of four (4) of the dimensions of the gender discrimination (managerial role and hiring) were significantly related with performance among employees. However, gender discrimination in facility and promotion shows negative insignificant relationship with performance among employees of the tertiary institutions in Mubi.

Importantly, we can accept two of hypothesis of the study and reject two. Whilst hypotheses 1 and 4 are accepted, hypothesis 2 and 3 was rejected.

Finally, the model equation will be given thus;

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + \dots + b_nX_n + \varepsilon$$

Where:

Y=Employee job Performance

X_i =dimensions of gender discrimination ($i = 1, 2, \dots, n$)

ε = Error term of Regression Model

Model 1 EP= 31.218 + 0.540 GDMR

Model 2 EP=31.218 + 0.540GDMR + 0.792GDH

However, the best predictor model for employee performance is model 2.

Thus, This implies that the hypothesized relationship only supported H1 and H4 which were significantly positively related to employee performance, while, H2 and H3 was rejected.

4.9 Discussion of Findings

RQ1. Relationship between Gender Discrimination in Hiring and Employee Performance

The first objective of this study was to examine the effects of gender discrimination in hiring among employees performance in selected

institutions in mubi. In this study gender discrimination in hiring refers to the act of treating people differently and less favorably because of their sex, irrespective of their merits or the requirements of the job during Hiring. This study findings provide empirical support for the hypothesis and are thus, consistent with previous studies (Abbas *et al.*, 2011; Doucouliagos *et al.*, 2006; Soomo *et al.*, 2015; Channar *et al.*, 2011).

Specifically, the study found that gender discrimination in hiring were significantly related with performance among employees. These findings implies that as institutions increase their level of behavior such as “avoidance of unfair job hiring due to gender and avoiding given jobs that no one else wants to do to someone because of his gender in the institutions will affect employees performance positively by .791 or 79.1 % and the more the institutions increase their attitude towards encouraging the above behaviors it will negatively affects performance because the best brain that may be hired may end up been discriminated and not hired as such it will affects the overall employees performance in the institutions.

RQ2. Relationship between Gender Discrimination in Promotion and Employee Performance

Gender discrimination in promotion is the second objective of the study which is concerned with the partiality or biasness that an individual faces during promotion because of his/her sex. This study found out that there is a negative insignificant relationship between gender discrimination in promotion and performance among employees in the institutions under investigation.

This implies that even when institutions increased their level of gender discrimination in Promotion behavior, such as (I am looking forward to promotion but being denied as a result of my gender, Male staff are given promotion opportunities more in this institution, I am looking forward to promotion but being denied as a result of my gender e.t.c)employee job performance will not be affected in any way because there is no positive significant relationship that existed among gender discrimination in promotion and performance among employees. This further implies that increase in gender discrimination in promotion doesn't in any way affects performance among employees of higher institutions.

Similarly, gender discrimination in promotion result of insignificant value of $P < .866$ and -0.029 implies that when management increases it

efforts towards promotion attributes it will only influence performance negatively by 29 %.

RQ3. Relationship between Gender Discrimination in facilities and employees Performance

Gender discrimination in facilities is defined as all forms of differentiation, exclusion, or limitation, made without any justifiable reason on the basis of one's sex, in the provision of facilities. The result of this study specifically, reveals that gender discrimination in facilities is significantly negatively related with employees' performance in the institutions (Adamawa state University Mubi, Federal Polytechnic Mubi, College of health technology Mubi).

This study result is in line with Abbas *et al.*, (2011) result which also found negative relationship between gender discrimination in facilities and performance among employees. They suggested that the human resource managers should be careful while providing facilities to employees in order to avoid any gender discrimination because it has a direct relationship on employee productivity and which will reduce organizational productivity.

That is, no matter how managers try in encouraging facilities discriminately to the workers their behavior will have no positive effects on performance as the two are negatively associated with each other at $-.984$ and $P < .000$.

RQ4. Relationship between Gender Discrimination in Managerial Role and Employees Performance

This is an all forms of exclusion, or limitation of female gender from assuming senior management positions in organizations. This study finding demonstrated strong positive and significant relationship between managerial role and employee's performance in tertiary institutions. Thus, it supported the hypothesized relationship meaning that when managers assign employees managerial role discriminately it will affect employees performance by $.540$ or 54% at $P < .001$. However, when examining the relationship between the Gender Discrimination in managerial role and performance, the result indicates that significant positive relationship existed.

This study findings is inconsistent with Gberville *et al.*, (2014) research which reveals that gender discrimination in managerial role negatively affects employee performance. The study findings is not contrary to the researcher expectation.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Summary

This study was on the effects of gender discrimination on employee performance in selected tertiary institutions in mubi metropolis, Adamawa State, Nigeria. The study specifically examines the relationship between gender discrimination in managerial role, promotion, facilities, hiring and performance among employees of the tertiary institutions in mubi metropolis. Gender discrimination can discourage employees, in their level of performance. Therefore, the need for Vice Chancellors, Rectors, and provost to abreast themselves with effects of discrimination is very essential for the overall effective performance of their institutions.

This study correlation and regression results reveals that Gender discrimination in managerial role and hiring are significantly positively related with performance among workers of tertiary institutions in mubi metropolis, Adamawa state Nigeria. Similarly, the study result through the regression coefficient reveals that gender discrimination in facilities and promotion are negatively insignificantly related with performance but relates

with all other variables under investigation which collectively has overall positive significant value with employees performance.

However, this thesis was presented in such a way that background information of the study, Statement of the problems, objectives and research questions/ hypotheses about the study, significant of the study, scope and limitations of the study was initially discussed.

Secondly, Literature review was dwell on in which concepts relating to the gender discrimination and performance was looked at. Specifically, meaning of gender discrimination and its dimension, relationship between gender discrimination in managerial role, promotion, facilities hiring and employees' performance and theoretical frame work of the study were discussed.

The methodology used for this study was also presented and it constitutes the study design, sample and population of the study, measurement of research instrument. This followed by the data analysis and results in which empirical findings were made with respect to the research objectives and hypotheses.

5.2 Conclusion

In explaining the findings above it can be concluded that job performance through hiring, promotion, physical facilities, and managerial roles are important factors that can lead to low job performances and satisfaction in tertiary institutions. Even though it seems that, there are other factors affecting job performance in the institutions that are not captured by this research, this is because the researcher strongly advocates that top management in the tertiary institutions should continuously review their activities to ensure that those identified i.e. gender discrimination in hiring, promotion, facilities and managerial roles are little aspect that is assumed to be contributing to the job performance outcome and devote time to towards minimizing them.

The findings of the study also suggest that, in order to keep to the pace of development in the tertiary institutions with time, the top management of every tertiary institution need to concentrate on empowering employees to give enough information on their responsibilities and promoting them when due. Top management are also responsible for teaching the best method of setting priorities to their subordinates, which will have effect on their individual abilities and contributes to the level of

their job performance more especially the employees that perform at higher pace.

Consequently, knowledge of availabilities of physical facilities can help top management use their staff effectively and efficiently, with time management employees performance can be improved, jobs can be scheduled base on priorities, and high priority task can be accomplished first, and this can help the management to guide and control the goals of the institutions.

The study found out that most of those at the top management position in the institutions are male staff; married and have been working for average period of years. This indicates that when it comes to managerial roles males are considered most in the institutions and people with agile ability and idea development (based on skills and knowledge) sometimes were not considered because of their gender.

The study shows that gender discrimination in facilities has no significant effect on job performance thereby acknowledge that gender discrimination in Facilities may not enhance performance among employees of the tertiary institutions in mubi metropolis. This study concludes that combination of gender discrimination in managerial role, promotion, and

hiring are more significant in impacting positive effect on performance among employees in tertiary institutions in mubi metropolis.

5.3 Recommendations

In the light of the findings and conclusion, the following recommendations are here by proffered:

- i. Effort should be made to establish committee that will be responsible for recruiting and selecting of staff in consonance with gender balance policy to avoid gender discrimination in hiring at all levels of the institution so as to help improve the organizational performance of the tertiary institutions.
- ii. There is need for top management in all spheres of the institutions to consider promotion based on merits not on gender. This will enable staff to put in their best towards increasing job performance in the tertiary institutions in Mubi.
- iii. It is also recommended that top management of every institution should try to make physical facilities available to enable staff to make use of their full potentials and capabilities towards enhancing their job performance to improve development in the tertiary institutions in Mubi.

It is further recommended that top management should not involve only male staff but rather qualified staff, be it female or male, thus, managerial role should be based on merits not on gender i.e. goal should be

set at all times, planning be made to differentiate between long term and short term plans, and task be scheduled according to priorities not on gender.

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DEPARTMENT OF BUSINESS ADMINISTRATION AND
ENTREPRENEURSHIP
ACADEMIC RESEARCH QUESTIONNAIRE**

Dear Respondent,

Please, do me a favor by completing the attached survey questionnaire. This questionnaire is designed purely for academic research purpose. It is a means of data collection that is aimed at satisfying a fundamental requirement for award of M.Sc. degree in Management. The questionnaire is designed to gather data for testing the effect of Gender discrimination on staff performance in your Institution. Your responses will be treated strictly as confidential, thus, your identity is not required.

I look forward to your cooperation and assistance.

**Aminu Bello Duhu
Researcher**

Section A: Demographical Data of the Respondents

Please, read the following information and select by ticking ✓ the most appropriate option that describe you.

1. Gender:
 - a) Male
 - b) Female

2. Age
 - a) 18-27
 - b) 28-37
 - c) 38-47
 - d) 48-57
 - e) 58 Above

3. Marital Status
 - a) Single
 - b) Married
 - c) Divorced
 - d) Widow

4. Educational qualification
 - a) SSCE/WAEC
 - b) National Diploma (ND)/ National Certificate of Education (NCE)
 - c) BSc/B.Tech
 - d) MBA/M.Sc
 - e) PhD

5. Cadre
 - a) Junior cadre
 - b) Senior cadre

6. Working experience
 - a) Less than 1 year
 - b) 1-4 years
 - c) 4-8 years
 - d) 8-11 years

Section B: Gender Discrimination

Here are some situations that can arise at work. Please select how often you have experienced them during the last 12 months in your organization. Use the following rating scales to make your selections:

1. Strong agreed
2. Agreed
3. Undecided
4. Disagreed
5. Strongly disagreed

	Gender Discrimination in Managerial role	1	2	3	4	5
GDMR1	Males are more active in managerial role compared to female counterparts.					
GDMR2	Males managerial staff are friendlier than females managerial staff in this institution					
GDMR3	Males staff take higher managerial roles in this institution					
GDMR4	Female staff always face difficult task ahead of them when given managerial role in this institution					
GDMR5	The management does not consider gender in delegating job assignment					
	Gender Discrimination in Promotion					
GDP1	Appraisal/Performance Management is treated equally in this institution					
GDP2	I am looking forward to promotion but being denied as a result of my gender					
GDP3	My coworker with less experience and fewer qualifications got promoted before me because of my gender					
GDP4	I have experienced gender discrimination in the workplace					
GDP5	Male staff are given promotion opportunities more in this institution					
	Gender Discrimination in facilities					
GDF1	Am often unfairly denied Housing accommodation in my institution because of my Gender					
GDF2	Am often unfairly denied Insurance facilities for my family in my institution because of my Gender					
GDF3	Am often unfairly denied office Air conditioner and refrigerator in my institution because of my Gender					
	Gender Discrimination in Hiring					
GDH1	For unfair Gender reasons, some have not been hired for a					

	job in this institution					
GDH2	An organization that tends to ignore gender discrimination during recruitment and selection processes tends to promote equality by giving individuals to display his/her worth					
GDH3	I have experienced gender discrimination in the workplace					
GDH4	I am often given the jobs that no one else wants to do because of my gender					

Section C: Employee Job Performance

The following section describes your possible behaviors in your Institution. Using scales 1 to 5 as provided below, select behaviors that consistently describe you.

1. Strong agreed
2. Agreed
3. Undecided
4. Disagreed
5. Strongly disagreed

	Job					
EPJ1	I put more effort to achieve quantity of work output	1	2	3	4	5
EPJ2	I put more effort to achieve quality service					
EPJ3	I put more to achieve accuracy of work					
EPJ4	I put more effort on students services					
	Career					
EPC1	I achieve my career goals					
EPC2	I have skills needed for my career achievement					
EPC3	I make progress in my career					
EPC4	I seek for career opportunities					
	Innovators	1	2	3	4	5
EP11	I develop new ideas to achieve work goals					
EP12	I implement new ideas to achieve work goals					
EP13	I find improved ways to do my work					
EP14	I create better processes and routines					
	Team					
EPT1	I work as part of a team or work group					
EPT2	I seek information from others in my work group					
EPT3	I make sure my work group succeeds					
EPT4	I respond to the needs of others in my work group					
	Organization					

EPO1	I do things that help others even when it is not part of my job					
EPO2	I am working for the overall good of my institution					
EPO3	I do things to promote my institution					
EPO4	I help others so that the institution succeeds					

6.

Please help returned this questionnaire to your Head of Units/Head of Department Office

Appendix B

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	GDHIR, GDMR, GDPRM, GDFA ^b		Enter

a. Dependent Variable: EMPJPER

b. All requested variables entered.

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.336 ^a	.113	.100	9.485	1.495

a. Predictors: (Constant), GDHIR, GDMR, GDPRM, GDFA

b. Dependent Variable: EMPJPER

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3147.539	4	786.885	8.747	.000 ^b
	Residual	24740.332	275	89.965		
	Total	27887.871	279			

a. Dependent Variable: EMPJPER

b. Predictors: (Constant), GDHIR, GDMR, GDPRM, GDFA

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	31.218	2.614		11.942	.000		
	GDMR	.540	.154	.204	3.512	.001	.953	1.049
	GDPRM	-.029	.169	-.014	-.169	.866	.498	2.009
	GDFA	-.984	.264	-.319	-3.726	.000	.440	2.271
	GDHIR	.792	.214	.283	3.698	.000	.550	1.819

a. Dependent Variable: EMPJPER

Collinearity Diagnostics^a

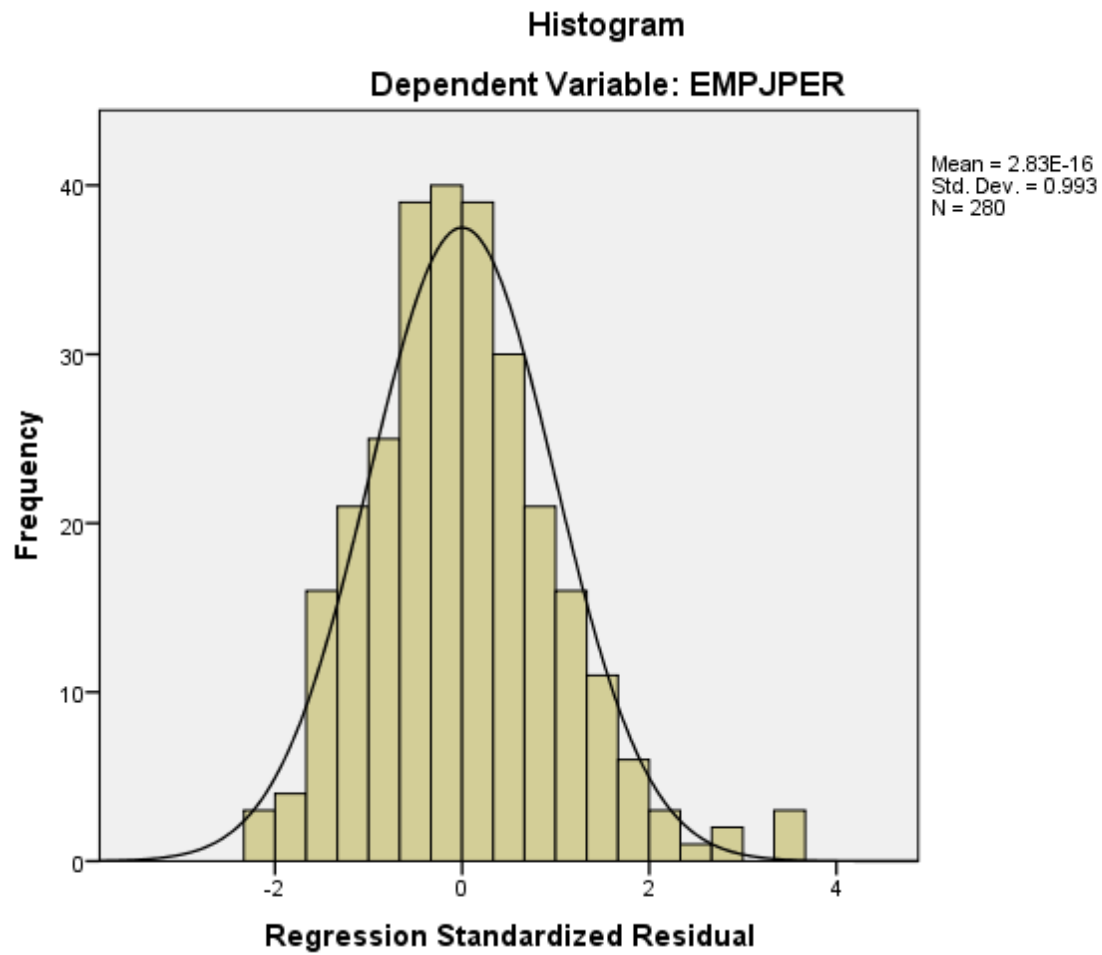
Model	Dimension	Eigenvalue	Condition Index	Variance Proportions				
				(Constant)	GDMR	GDPRM	GDFA	GDHIR
1	1	4.802	1.000	.00	.00	.00	.00	.00
	2	.099	6.982	.02	.58	.04	.06	.04
	3	.039	11.031	.52	.19	.10	.01	.46
	4	.035	11.762	.37	.22	.17	.20	.44
	5	.025	13.796	.08	.01	.69	.74	.06

a. Dependent Variable: EMPJPER

Residuals Statistics^a

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	29.20	45.98	36.02	3.359	280
Residual	-21.282	32.757	.000	9.417	280
Std. Predicted Value	-2.032	2.965	.000	1.000	280
Std. Residual	-2.244	3.454	.000	.993	280

a. Dependent Variable: EMPJPER



Appendixes C

Gender discrimination in managerial role reliability analysis

Reliability Statistics	
Cronbach's Alpha	N of Items
.594	5

Gender discrimination in promotion reliability analysis

Reliability Statistics	
Cronbach's Alpha	N of Items
.751	5

Gender discrimination in facilities reliability analysis

Reliability Statistics	
Cronbach's Alpha	N of Items
.844	3

Gender discrimination in hiring reliability analysis

Reliability Statistics	
Cronbach's Alpha	N of Items
.565	4

Employee's performance reliability analysis

Reliability Statistics	
Cronbach's Alpha	N of Items
.896	20

