

WHAT A MAN CAN DO, A WOMAN CAN DO BETTER: INVESTIGATING GENDER STEREOTYPE IN THE WORKPLACE

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ABSTRACT

Gender and behaviour patterns are fundamental cultural criteria in categorizing the human species. Under-valuing the potential and capabilities of workers as a result of gender stereotype has serious consequences for an organisation. The main purpose of the study was to gain a better understanding of the theoretical and empirical effect of gender stereotype on employees' performance, with focus on selected industries in Nigeria. The study was anchored on social role theory and role congruity theory. The study adopted a mixed research paradigm of qualitative and quantitative methods to gain a more robust investigation into gender stereotyping in the Nigerian work environment. A response sample of 270 employees from 10 industries participated in the study with 10 female executive women amongst them answering the interview question on perception of their career paths as it relates to gender in their organisations. Stratified random sampling and convenience sampling techniques guided the sampling procedure. Narrative analysis and two sample t-test were used for the data analyses. The results revealed some complaints of gender discrimination and intimidation in the workplace and a significant effect of gender stereotype on employee performance. The study recommended that a strong policy against gender discrimination should be in place in organisations, to create and maintain a work environment with equal treatment for all employees irrespective of their gender. The study has implications for management, employees and the society at large. The reading public will become more aware of the effects of gender stereotyping on poverty, income inequality, injustice and underdevelopment of the society.

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KEYWORDS: Gender Stereotype, Discrimination, Culture, Performance, Nigeria

INTRODUCTION

Many societies have come up with phrases and statements like "a woman's place is in the kitchen", "there are some jobs for men and some for women" and "what a man can do, a woman can do better". These statements are gender related issues and surprisingly in many organisations, the perception of gender discrimination play out in the application of job roles, leading to gender stereotyping. It is the opinion of the authors that with globalization and internationalisation of business, global best practices of human resources should be maintained in relation to gender.

The advancement of gender education should channel the way managers and employees treat gender related issues, which should maintain social values and ethics in the light of equity, fairness and justice across gender lines (Nandy, Bhaskar&Ghosh, 2014). Gender stereotype is "a set of shared beliefs that prescribes men and women to behave and be motivated in a certain manner" (Armania-Kepuladze, 2010, p. 84). Stereotyping involves "generalizing beliefs about groups as a whole to members of those groups. When they rely on stereotypes, people can categorize others into groups on numerous demographic bases, including gender, religion, and perceptions of specific individuals will be influenced by what people think they know about the group as a

whole. Gender stereotypes about socially shared beliefs about the characteristics or attributes of men and women in general that influence our perceptions of individual men and women" (Cleveland, Stockdale, & Murphy, 2000, p. 15). Gender stereotype represents an antecedent of the glass ceiling and largely emanates from the patriarchy phenomenon which implies "ruling by fathers" and epitomizes the domination of the male gender across many spheres of life, from the home front to politics and organisational leadership (Alade, George, & Yusuff, 2015, McCarthy & Burn, 2013, Derks, Elleners, Laar&Groor, 2011).

Gender stereotype is a global phenomenon which plays out in many societies and organisations at personal and organizational levels, from perception to reality (Khalid & Aroosh, 2014). Gender stereotyping is a natural, cognitive thought process for most individuals, based strongly upon personal views of societal norms and expectations. When introduced into the professional environment, these stereotypes may have detrimental effects, especially toward female professionals. From hiring to promotion, many questions surround the prevalence and impact of gender stereotyping with regard to the evaluation of female professionals (Skelly & Johnson, 2011, p. 59). According to social-cognitive theory, performance appraisal raters have well-developed

stereotypes of men and women (Bem, 1981; Del Boca, Ashmore, & McManus, 1986; Fishbein&Ajzen, 1975; Swim &Sanna, 1996), which often identifies men and women to certain behaviours and attributes (Del Boca & Ashmore, 1980). For instance, according to Del Boca and Ashmore (1980), the positively valued features of the male stereotype include competence, rationality, and assertion whereas the positively valued female characteristics include warmth and expressiveness. In a nutshell, “the typical woman is seen as nice but incompetent while the typical man is seen as competent but may be not so nice” (Fiske, 1998, p. 377).

Bem (1981) stated that people differ in the way they stereotype gender, holding onto a traditional belief system, religious belief or social belief, that women are “dependent, illogical and ineffective”, thereby placing maleness and femaleness in two different categories which forms the basis for processing, organising and evaluating information about the male and female gender, even in organisation. On the other hand, individuals, who are not gender stereotyped, do not rely on any biases to process information and categorise men and female in relation to their job roles and performance. Therefore, the issue of gender stereotyping has relevance for the management of human resources in terms of recruitment, selection, placement, performance evaluation, and performance management in contemporary business management as highlighted by Bauer and Baltes (2002). Some scholars argue further that gender stereotype plays a significant role in affecting employee performance, performance ratings, and related human resource decisions and the effect of gender stereotype on various organisational outcomes is massive and seems to be downplayed by organisational leaders in the work environment (Nelson & Burke, 2002, Sturman, 2003).

Furthermore, gender-based discrimination and stereotyping as manifest in promotion, demotion, transfers, hiring, training and development, job rotation and job assignments is difficult to overcome, especially when there is no acknowledgement by the human resources team that gender stereotyping actually hold sway in the organisation (Neumark, Bank, & Van Nort, 1996; Riach& Rich, 2002). When gender stereotyping is acute in an organisation, gender biases are automatically activated once the performance evaluator is aware of the sex distribution of the candidate, which consequently lead to “unintentional and implicit discrimination that is not based on a rational assessment of the usefulness of sex in predicting future performance” (Banaji& Greenwald, 1995; Greenwald, McGhee, & Schwarz, 1998; Bertrand, Chugh, & Mullainathan, 2005). Across many organisations, industries and countries, attempts by human resource practitioners to decrease the role of gender biases in the evaluation

of candidates have led to the adoption of blind evaluation procedures, which upholds confidentiality and anonymity principles (Goldin& Rouse 2000) and gender quotas on hiring and promotion committees (Bagues&Essteve-Volart, 2010; Zinovyeva&Bagues, 2010).

When hiring for junior level positions, it is typical for the job candidates to be subjected to ‘joint evaluation’ because of the large number and the fact that it is entry level positions. The candidates are compared to one another, to ascertain the best candidate for the job, such as programmers, sales representatives, analysts, research assistants, cashiers, e.t.c. On the other hand, hiring and promotions of senior level positions require individual analysis of the candidates and suitability for the position through “separate evaluation” and this is where the “gender gap in economic participation is most pronounced” (Bertrand &Hallock, 2001). This has led to issues about the glass ceiling where research attention continues to thrive on the challenges and barriers preventing women from attaining leadership positions but it actually begins with the fundamental gender stereotyping and discrimination in organisations, which this study investigates.

There have been increasing research attention on gender stereotype and discrimination from all around the world with various cultures and perspectives on the gender inequality quagmire and increasing campaigns for equal rights, feminism and equal treatments in the work environment. In citing empirical research in this direction, Luoh, and Tsaor (2007) investigated gender stereotype and service quality in customer wait-person encounter and if gender affects the delivery of service in restaurants in Taiwan, with moderating effect of ‘server gender stereotype,’ ‘gender in-group bias’ and ‘respondent’s gender’ on the perceived service quality. The study concluded that service quality was perceived favorably on the female gender servers than the male gender servers. Again, Bauer and Baltes (2002) researched into reducing the effects of gender stereotypes on performance appraisals and how gender biases are manifest in evaluation of college professors. The result showed that raters stereotyped women as “less accurately and more negatively” than their male counterparts, along with the traditional patriarchy system of male dominance in the higher institutions.

In Nigeria, research is receiving more focus on discrimination against women and sections of the society in terms of ethnic, religious and geographical identity (Gberevbie, Osibanjo, Adeniji&Oludayo, 2014). To overcome the challenge, the Federal Government of Nigeria introduced the principle of federal character that has to do with equal representation of people from the different segments

of the society in the management of government and its agencies, such as Nigerian universities, for performance. The federal character principle is a political settlement that enables every section of the Nigerian society to be represented in government and a mere euphemism for ethnic balancing, which has the potential of solving the problem and fear of domination of one section of the country over the others (Bodurin, 1989). However, the federal character principle has been criticized for its inability to promote development (Ayoade, 2000). Furthermore, subjecting recruitment/appointment and promotion to federal character discriminates against merit, and therefore unfair to certain sections of the country to the advantage of others (Ayoade, 2000). With the federal character principle and other policies in the Nigerian labour law that outlaws discrimination against persons in the employment and work practice, it is worth investigating the manifestation of gender stereotype in the workplace and its effect on performance.

Statement of the Problem

Gender and behaviour patterns are fundamental cultural criteria in categorizing the human species. Consequently, the categorization or stereotype could be detrimental if not properly studied and handled in organisations, since it could lead to job discrimination, denial of opportunities and withdrawal behaviour from the gender that feels discriminated against. With dwindling productivity in many organisation and industries in Nigeria, undervaluing the potential and capabilities of workers across gender lines will do no good to the organisation and industries because of the loss of skills, ideas, contributions, decisions and experiences that could be garnered from such gender, leading to associated losses for both the organization and the society as a whole.

Gender stereotype could be responsible for unequal and low representation of women in public and private organizations in Nigeria. For instance, Awe (2010) observed that in Nigeria “less than 5 per cent of bank managers were women and less than 4.5 per cent of them were below the level of middle manager while just one per cent of them were middle and divisional managers”. There are also similar alarming statistics against the female gender in the legal profession, academics and some other sectors in Nigeria. These are indications that gender stereotype and discrimination is very serious in the Nigerian work environment, which are negatively skewed against women in the society and supported by cultural and religious beliefs and interpretations.

What a man can do, a woman can do better is a popular slogan but how applicable is the statement in organisations? The extent to which women are given the same opportunities in organisations without discrimination, in relation to their skills, talents and

abilities in a male dominated work environment like Nigeria is a serious investigation given that it appears that men have more resources, wield more power and are accorded the “headship status” from the home, to politics and other professional walks of life. Thus, women are seen as “weaker sex” who cannot perform at equal level with their male counterparts. Gender stereotyping in organisations has consequences for performance as it relates to acknowledging the competence of the female gender in particular, the glass ceiling against women getting into leadership positions, and discrimination in promotion related cases. It is against these issues that the study investigates gender stereotype and its effect on employee performance in the workplace.

Objectives of the Study

The objectives of this study are as follows:

1. To examine the perception of women on their career paths as it relates to gender.
2. To find out how denial of promotion on the perception of gender stereotype affects employee performance.

Significance of the Study

A study on gender stereotype borders on the cultural sensitivity and perception of gender in the society and work environment as gender equality sensitisation in the society and competition for places in organisations continue to increase amongst male and female genders. This study is significant to employees and managers to highlight the need to guard against gender discrimination and its consequences on the wellbeing and performance of employees in the organisation. Employees would benefit from this study as they would be able to accept their counterpart gender and rate them on the basis of their competency and merit for positions rather than on gender biases. Employers would also benefit from this study as they would look at the issue of gender discrimination and its implications to the organisation in retaining talented employees and ensuring a culturally friendly workplace. The government would benefit from this study by having a better understanding of the issue of gender discrimination and stereotyping and make relevant laws and policies to curb or eliminate gender discriminatory practices through the labour laws and other policy documents. The study will also benefit researchers as it provides additional literature on the subject matter while it also serves as a basis for further research. Lastly, the study will benefit the society at large since the issue of gender stereotype is a societal issue arising from the cultural practices and beliefs of many cultures. The study will contribute to educating the society of the ills associated with gender discrimination and correct the impression of gender weaknesses to work and performance and establish that competences is an individualistic phenomenon and not tied to gender. This is important

in creating an egalitarian society devoid of gender unfairness and discrimination.

LITERATURE REVIEW

Gender stereotype is the “result of historically generated gender perceptions in which the differentially assigned male-female qualities were unevenly designed in layers of privileged and subordinate positions of male and female abilities” (Ertürk, 2004, p. 2). Discrimination can be described “as age, racist or sexist prejudice, which involves treating people in a different way on the basis of their P-properties (including age, sex and race), in an ethically objectionable way” (Lippert-Rasmussen, 2006, p. 1). Gender stereotype in organisations leads to differences in outcomes between two groups of people in similar positions, work experiences, skills, talents, abilities, education and knowledge on the basis of different gender. Gender discrimination in organisations is shown when the work done by women, for instance is less valued than the work done by men and the gender being discriminated against do not receive proper acknowledgment for a job well done because it was done by that gender (Truman & Baroudi, 1994). Gender discrimination in an organisation can be divided into two categories which are cognitive and non-cognitive discrimination. Cognitive discrimination is an unfair treatment of one gender over the other on the biased belief of competence and capability of the male over the female. For example “while comparing capabilities of both men’s and women’s for a manager’s position, these people believe that men are more capable than women for this particular position”. Non-cognitive discrimination on the other hand is a biased belief evident in favourable disposition of one gender over the other based on behaviours. For example, “these people will more likely prefer the subordinates of their own race or language” (Lippert-Rasmussen, 2006). Ridgeway and Correll (2004) explained that gender discrimination can be further divided into different levels such as “cultural values and resources at the macro level, behaviours and organizational practices at the international level, and individuality at the individual level” (p. 510).

As rising numbers of women entered the workforce all over the world, long-standing issues of stereotypes, perceptions and discrimination against a particular gender, especially women need to be corrected from the cultural foundations and professional applications of culture which are not universal (Lens, 2003). Gender assumption and discrimination that pose that men are stronger and more competent in relation to their female counterparts as “less intelligent, hormonal, and sensitive” often lead to “blocked opportunities for the women” (Rosigno, Garcia, & Bobbitt-Zeher, 2007).

Gender has been a basic aspect of work organizations in industrial societies. Employers who are gender biased may assume that “men are more accountable than women for family income provision and that involvement in paid work is their chief life pursuit” (Haas & Hwang, 1995, p. 10). Women have never been more than a small portion of the CEOs of Fortune 500 companies. In 2004, eight women were 1.6 percent of the CEOs of these companies (Acker, 2006). There are some professions that seem to have been attributed to women such as teaching and nursing, more like a gender-isolated profession and the women are not equally remunerated with their male counterparts in some cases because of the lower esteem accorded to them on the basis of gender and lower responsibilities at home and in the society compared to men (Lens, 2003). To this extent, it has been argued that gender inequality is not only of consequence to organisations but also to the society at large, in that it has contributed to the spread of poverty (Schech & Dev, 2007).

In linking gender stereotype to larger societal issues like poverty, the lack of material resources and voice is a metaphor in the equation. Empowerment of women in organisations and with adequate work and job opportunities gives the women voices and the financial muscle to break the circle of poverty and meet the needs of a large vulnerable group of the society if sustained (Acharya & Ghimire, 2005). It is asserted that “If you educate a boy, you educate a human being but If you educate a girl, you educate generations” (Buvinic, 1997) in furtherance of the argument that the male gender cannot be given preference to opportunities and leaving out the female gender in the society and in organisations. When women are occupied and fully utilized in employment contracts, their income power increases and there will be corresponding improvements in their financial and moral status in the organisation and society (Shah, 1994). Women and men have diverse characteristics that cannot be found in the other gender and a good blend of the characteristics of both genders is critical for a well-functioning and balanced organisation devoid of discrimination (Oswald & Lindstedt, 2006). Thus, research on gender and gender stereotype has continued to increase all over the world as discourse of diversity, globalisation and human resource development continues to pervade organisational life and human behaviour management (Rosigno, Garcia, & Bobbitt-Zeher, 2007).

Theoretical Framework

Social Role Theory

Social role theory (Bruce, 1979) is based on the assumption that there is a societal expectation from individuals to conform to actions and beliefs that are consistent with their social roles, which are usually gender standings, beliefs and orientations. This

theory posits that people are likely going to evaluate themselves and others with the consciousness that they are male and female before any other considerations. Under this theory, it is not surprising that even in organisations and professional work environments, “candidates who are regarded as more likely to fulfill the social expectations of a leadership position are preferred over those candidates who do not seem likely to fulfill those expectations”(Hogg, 2001). Managerial roles have social expectations of requiring strong technical and relational skills, as well as having a common perception of masculinity (Corinne, 2009). This accounts for one of the reasons why there are discriminations against women in attaining leadership positions or certain other technical positions that they are qualified for. Also, the social role theory application indicates that “women are less likely to be perceived as having these male-typed qualities”, and therefore, they are stereotyped against in managerial and technical roles (Lyness&Heilman, 2006).

Role Congruity Theory

Role congruity theory (Eagly&Karau, 2002) is another theory that explains gender in organisations, taken from the social role theory and suggesting that “individuals are punished when they fail to conform to societal expectations”. Men are considered to be “agentic”, or “possessing characteristics such as assertiveness, independence, rationality, and decisiveness, while women are expected to be communal, or acting in a manner consistent with showing concern for others, warmth, helpfulness, and nurturance” (Hoyt, 2009). Since leadership roles are thought to require agentic qualities, role congruity punishes women for their stereotype of communal qualities (Hoyt, 2009; Eagly&Karau, 2002) by denying or preventing them from attaining such leadership or technical positions directly or indirectly. This explains the application of the theory to the study in terms of how gender discrimination seems to be entrenched in organisation and why it is seemingly difficult to eradicate the discriminatory practices associated with gender stereotype.

Table 1: Common Stereotype of Women and Men based on Psychological Research

Women's Traits	Men's Trait
Affectionate	Dominant
Appreciative	Achievement-oriented
Emotional	Active
Friendly	Ambitious
Sympathetic	Coarse
Mild	Forceful
Pleasant	Aggressive
Sensitive	Self-confident
Sentimental	Tough
Warm	Unemotional
Whiny	Competent

Source: Schneider(2005)

The table above shows common stereotypes of women and men based on psychological research. Some common female stereotype traits are “affectionate, emotional, friendly, sympathetic, sensitive, and sentimental; stereotypic males’ traits include dominant, forceful, aggressive, self-confident, rational, and unemotional”(Schneider, 2005). These gender stereotypes portray women as lacking in some qualities that people commonly associate with effective and assertive leadership, thus creating a false perception that women don’t measure up to men when it comes to top level management positions (Welbourne, 2005), whereas there are many examples of women doing exceptionally well as leaders in social, political and industry leadership.

In the workplace, gender stereotypes as presented in the table can have extremely detrimental effects on female leaders, limiting their opportunities to advance to top leadership positions. In discussing the stereotypes associates with men, the traits perfectly arranges accordingly with the societal expectation of a typical leader or chief executive officer (CEO) of an organisation, in terms of assertiveness, confidence and firm decision making gestures attributable to a typical ‘father’ in a home setting. Consequently, these gender stereotypes have attributed attitudes such as sensitivity and being emotional to women, assigning them to “take-care” behaviours, while portraying men as aggressive and rational, prescribing them to more of a “take-charge” style (Welbourne, 2005). These stereotypes mentioned above enforce gender discrimination in the workplace with imaginable and unimaginable impact and consequences for various organisational outcomes and workplace behaviours (Merchant, 2012).

RESEARCH METHODS

The methodological position adopted in this paper is the mixed research methods, which combines the positivism (deductive) and interpretivism (inductive) and triangulates into more robust research findings. The clarification of the methodological position shows the basic assumption about a research as highlighted by Saunders, Lewis, and Thornhill (2009). The study therefore is a mixed study on qualitative method with the use of interviews of selected participants and also quantitative methods through a questionnaire, to make a comprehensive report on the subject under investigation.

Participants

The participants for the study were employees’ from thirty (30) Nigerian companies (operating in, engineering, insurance, telecommunication companies and banks) working in different functional departments (production, marketing and sales, administration, human resources, research and development (R&D), operations, customer service and technical support), on the issue of gender

stereotype in Nigeria. 300 copies of questionnaires representing 10 copies each were sent to the selected companies, using stratified random sampling technique. Also, 10 female senior executive personnel were interviewed in the survey using convenience sampling due to the busy schedule of the executives and sensitivity of the research.

Instrumentation

The questionnaire for the study was scaled items (Likert scale) of fifth continuum from 1 to 5, where 1= strongly agree, 2=agree, 3= uncertain, 4=disagree and 5= strongly disagree. Specifically, the questionnaire comprised of Kerr and Holden's (1996) Gender Role Beliefs Scale (GRBS) which was one of the first concise, psychometrically sound measures that differentiated gender role ideology and gender stereotypes, with an internal consistency of 0.83 Chronbach's alpha coefficient, which is in the range specified by Briggs and Cheek (1986) for optimal levels of homogeneity. The questionnaire also covers demographic of the respondents such as sex distribution, age distribution, marital status, and working experience.

Procedure

The questionnaires were administered individually to employees' of the selected companies. In the questionnaire, the respondents were informed about the research objective and were requested to read each question carefully and then tick the options which best described his/her opinion regarding gender stereotype. The researcher distributed 300 questionnaires to the thirty companies selected for the study, using stratified random sampling technique. Also, the interview section focused specifically on selected female executive officers across the stated industries on issues of gender stereotype because from literature and observation, the female gender are more affected by gender discrimination in the workplace. Hence, the interview focused on female executives, to validate the opinions of male and female participants in the questionnaire administration part of the research. Principles of confidentiality and anonymity were guaranteed to the participants and fully complied with in the survey.

Method of Data Analysis

In analyzing the data obtained from field research, narrative analysis of the interview was used in presenting the opinions and perceptions of selected female participants on gender stereotype while two sample t-test statistics was used to analyse the data collected through questionnaire, with the aid of statistical package for social sciences (SPSS, version 21). 300 questionnaires were distributed to the respondents but only 220 representing (73.3%) were duly filled and successfully retrieved and found usable for the analysis.

RESULTS

A summary of the bio-data section of the survey is that 63.3% and 36.7% of respondents were female and male respectively. The age distribution shows that 35.4% were between 20-29 years, 38.6% were 30-39 years of age, 18.1% were 40-49 years while 7.9% were 50 years of age and above. The level of educational attainments included OND/NCE holders, HND/B.Sc holders and Master Degree holders, with majority of the respondents possessing Bachelor's degree. Lastly, the working experiences of respondents reveal that 40.4% had 1-5 years, 35.5% had 6-10 years, 14.3% had 11-15 years while 9.8% had 15 years and above working experience.

Research Question 1: What is your perception as a woman on career paths as it relates to gender in your organisation?

Respondent 1: "My organisation is blind to gender, there is no gender inequality. I do not have the statistics to back up my claim but I feel there may not be too much female in top positions, but to some extent there is a balance".

Respondent 2: "I once had a female boss; her behaviour was very perfect, maybe because of her Christian life but my second and present boss. Infact, she is worse than a "tiger", she doesn't consider, she doesn't see any reason why you should go home on time. We close late. So my perception about them women in my career path is that I don't like them".

Respondent 3: "I do not have issues being a female in my organisation. My chair/CEO is a woman. We don't have any problem when it comes to gender. We can rise to any height in our career in the organisation".

Respondent 4: "My perception about women in my career is not something I am against. In as much as they are qualified for it, I believe they should be given a shot. I don't have any objection to it".

Respondent 5: "My perception is that some male contemporaries feel intimidated. Sometimes, we have meetings and I am bringing out some vital points that relate to some strategies that involve marketing of our products, and they feel intimidated".

Respondent 6: "Well, this depends on the organisation one finds herself, the structure in place. In my organisation, there are few women that can compete with the men. So, I won't be able to say because I'm a female but my organisation has a small structure and if I look at the settings, there are more male and they might not want me to break through. Men always feel that way. The structure in my organisation is such that we have expatriates and they are all male and we don't ever get female".

Respondent 7:“Well, I’m not gender oriented. O.K, I just believe that what you want to bring to the table, your IQ or your brain and what you want to do. Just like we always say in the financial world, there is no gender day. If am a manager, am getting 10 million naira, if you bring in a woman to be the manager, she is supposed to get the same N10 million, are you getting me? So I don’t have any bias working with a woman or a woman being my boss or reporting to a woman. Are you getting me? So it is what you are bringing to the table in terms of doing the job that is what I’m concerned about. You know that in Nigeria, we have so much of nepotism, favouritism, like a chairman who has a succession plan that want to bring in his daughter....has the daughter gotten the caliber or the technical know-how to doing that job itself. You get what I’m saying? That is just my own opinion about it. It is what you want to bring to the table or doing the work itself. I don’t have any problem”.

Respondent 8:“I don’t like to relate my career path to gender because it now makes me restrictive in this environment. I work in IT field....it is a little challenging, like I tell a lot of people, what a man can do, a woman has to make double effort and this thing has been the same thing because people feel...she cannot do this, she cannot do that...so you have to work extra hard, extra effort and work twice as hard for you to be able to be seen as par in relation to your

male counterpart. Usually, they say women don’t have the capacity but I think women have a lot of capacity. I have seen women who excelled in my field, you will know that they have gone extra miles and put in extra effort, so to say, they kill us in the industry, (you understand). So, it is been challenging, it’s been double work”.

Respondent 9:“My perception about gender is that there are some positions that do not fit into the profile of a woman especially a woman that is married and with little children. There are some job roles that require a lot of travelling, except as a woman, you are also willing to loose family time. Even you as a woman would not want such roles. As an organisation, I don’t think my organisation is against giving women that opportunity but realistically, there are just some roles that do not fit for women, especially when it requires mobility”.

Respondent 10:“Women have challenges in getting to leadership positions; men are actually more and women are going through a lot. It has not been easy and my organisation has been trying to promote gender equality because men discriminate against women”.

Ho: Denial of promotion on the perception of gender stereotype does not affect employee performance.

Table 2: Paired Sample Statistic

	Mean	Std. Dev.	Std. Error Mean	t	Correlation	Sig. (2 tailed)
Pair 1	denial of promotion	3.7818	1.33367	.08992	1.773	.664
	employee performance	3.8955	1.36592	.09209		0.000

Table 3: Paired Samples Test

		Paired Differences				95% Confidence Interval of the Difference
		Mean	Std. Dev	Std. Error Mean	95% Confidence Interval of the Difference	
					Lower	
Pair 1	denial of promotion - employee performance	2.11364	1.13909	.07680	-.26499	0.3772

The paired sample t-test statistics on denial of promotion on the basis of gender stereotype and its effect on employee performance show that the result is significant since the P value of 0.00 is less than 0.05). The result revealed the t-test at 1.773 with a mean of 2.11364 and standard deviation of 1.13909 and a correlation coefficient of 0.664 which shows a positive relationship between the variables. Therefore, we reject the null hypothesis and accept the alternative hypothesis which says that denial of promotion on the basis of gender stereotype affects employees’ performance.

From the qualitative and quantitative results, it is established that gender stereotype is evident in the

workplace and is a serious issue of concern for managers and policy makers to “nip in the bud” with its effect on performance related outcomes on employees. Gender discrimination in promotion decisions affects employees’ willingness to exert considerable efforts into the work and affects the performance of employees on the job. The finding of this study is consistent with previous studies such as Tiraeyari and Uli (2011), Furnham and Duignan (1989) that individuals with feminist disposition and biases take decisions along gender lines in discrimination against male. Also, that gender stereotype affects competency performance relationships and rating of female employees in a performance appraisal system.

CONCLUSION AND RECOMMENDATIONS

In conclusion, the results of the study exposes that gender discrimination causes psychological disturbances for the employees who are observant and are aware of these negative practices. The employees' watch how their colleagues are treated due to gender stereotype and that they are denied from attaining leadership positions or not acknowledged for a job well done while the opposite gender does not suffer such treatment. This discrimination and discriminatory practice consequently lead to withdraw behaviour and a decline in the performance of employees in the workplace. While it may be argued that gender discrimination is embedded in our society, it should not be promoted or tolerated in the workplace. Where males think it is their right to have upper hand and females also think that males can have dominating positions, this situation should not be condoned by the managers and organisational leaders as it is capable of polarising the organisation along gender and social lines. It is recommended that a strong policy against gender discrimination should be in place in organisations, to create and maintain a work environment with equal treatment for all employees irrespective of their gender. The human resource department through guidance and counseling units should be on the look-out for indications and manifestations of gender discrimination in the workplace, provide counsel, and conduct orientations for members of the organisation on a regular basis on the danger of gender discrimination in the organisation. Organisations should ensure promotions and performance appraisal are strictly on performance basis and not by gender considerations. This will propel other employees to compete and display their skills, and competency in the performance of their tasks with the assurance that they can attain any height in the organisation irrespective of their gender. Organisations should fully enshrine equal opportunity policy and disciplinary measures should be taken against discrimination when established. Organisations should engage in more symposia and training on diversity management and embrace global best practices for equal right to career advancement and self-actualization. Lastly, managers in organisations should set the stage for inclusiveness of all gender in all jobs and use interactions, task sharing and team work with mixed gender leadership to promote gender diversity and an open mind to female leadership, thereby setting the stage for women to get to the top managerial positions without resistances and oppositions as a result of gender discrimination.

SUGGESTION FOR FURTHER STUDIES AND LIMITATIONS OF THE STUDY

From the result of the study, gender discrimination is not desirable in organisational life and practices of gender stereotype should not be encouraged in

modern organisation. Hence it is important that further studies should be carried out in order to expose practices of gender discrimination and the glass ceiling in succession management, staffing and promotion in other sectors such as the maritime oil and gas industry and the hospitality industry. The effect of gender discrimination on organisational commitment and extra role behaviour should be investigated in further studies. The study is limited to the Nigerian work environment in assessing gender stereotype and its effect on employee performance. Also, the research was conducted over a short period of time; ideally a longitudinal study may uncover further understanding of gender stereotype and discrimination with a more holistic antecedent understanding from cultural perspectives on the phenomenon and the opinion of participants over a period of time in their career progressions.

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