

The Perceptions of Factors Affecting the Establishment
of Gender Equality in Workplace

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Project Paper Submitted in Partial Fulfillment of the Requirements

For the Degree of Master of Business Administration

University Tun Abdul Razak

February 2022

DECLARATION

I hereby declare that the research study is based on my original work except for quotations and citations that have been duly acknowledged. I also declare it has not been previously or concurrently submitted for any other Master at University Tun Abdul Razak (UNIRAZAK) or other institution.



Signature :

Name :

Date :

ACKNOWLEDGEMENT

I want to thank everyone who helped me during the writing process. What I am most grateful for is the patient guidance of my supervisor Prof. Dr. Roland Xavier Siri. He helps to supervise the completion of all the stages that I have completed writing this article. Without his help from beginning to end, the current form would not be reached here.

Secondly, I would like to express my sincere thanks to my friend Abdul Razak who led me to this university and introduce UNIRAZAK family and let me feel the enthusiasm of the people here and get all their help to me. Also, Khairil Nasuha, my friend who has coax me to continue my MASTER study.

Finally, I want to thank my family for their care and trust over the years. I would also like to express my heartfelt thanks to my friends and classmates for their help in many ways, helping me to solve the difficulties in my study and life over the past year and the difficulties encountered in this article.

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Abstract of the project paper submitted to the Senate of Universiti Tun Abdul Razak in partial fulfilment of the requirements for the Master of Business Administration.

**The Perceptions of Factors Affecting the Establishment
of Gender Equality in Workplace**

By

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February 2022

Through a delineation of equalities practices by focusing on factors that affect establishment of gender equality policies within a workplace, this study seeks to create a clear path that can be utilized in establishment of gender sensitive policies. The developing countries have several indicators that they can use to leverage with developed world and one of them is the establishment of gender equality practices at workplace. Gender equality ensures that employee's dignity at workplaces is not compromised and that workers are able to utilize every available resource to spear head a gender sensitive working environment. International Labor Organizations (ILO) has declaration that addressing gender discrimination and advocates for adherence to rules ensuring that all genders are taken into consideration and that women who are in many times the victims are not discriminated against. The literature review presents a cognizable need to study the perceptions of factors affecting gender equality establishment in workplaces. The study is conducted through primary research where the quantitative design is used for this research the analysis is conducted using google form to get feedback from our respondents. The study findings demonstrated that there a statistically significant correlation between the age differences and gender equality ($p < 0.01$; $r = .987^{**}$). The educational level and gender equality was also strongly correlated ($p < 0.01$; $r = .970^{**}$). Moreover, the study demonstrated that there was a very strong and statistically significant correlation between the cultural inclination and gender equality ($p < 0.01$; $r = .953^{**}$). The study further demonstrated that there was a very strong and statistically significant correlation between the pay gap and gender equality ($p < 0.01$; $r = .965^{**}$). Besides, there was a strong and statistically significant correlation between the productivity gap and gender equality ($p < 0.01$; $r = .721^{**}$).

CHAPTER 1

INTRODUCTION

1.0 Background of the Study

Gender equality at workplace is among the biggest indicators of a descent working environment. As stipulated in the International Labor Organization (ILO) laws equality is established when all sorts of workers regardless of gender, race or class have wages that are directly proportional to their productivity levels. In such environment all types of employees feel secure, are treated equally, and have work life balance. If employers are able to create such an environment, then it becomes possible to understand the capabilities of every employee, weigh them and benefit from their strengths since an equal environment is created where people feel part and parcel hence giving their best to the organization.

When there is gender equality at workplace, it becomes possible to boost employee's dignity hence creation of a descent working environment (Human Rights Watch, 2013). Employees working dignity according to Hudson, (2001) is an establishment and boosting of self-respect and self-worth as well as acknowledging any form of respect that is offered by fellow employees and the cultivation of respect for others among public and private employees. This is a genesis to respect for gender which leads to the desire to treat all

fairly. To be granted gender equality and also to grant that equality to employees it is essential that as advocated for by Hudson behavior is adjusted by employees. To begin with they ought to be proud of themselves and pursue one's duties with dedication and passion. Besides it is essential that every employer understands different types of discrimination and exploitation so that they can sound alarms when they occur. Bolton (2007) avers that when dignity is practiced then it becomes difficult to discriminate and mistreat persons at workplace and more so in regard to gender. According to Boston if employers practice all guidelines on gender equality stipulated in the International Labor Organization, then it becomes an attraction to all genders as a perfect working place. With gender inequality grown mistrust and alienation feelings among employees which can lead to decline of productivity in an organization.

As ecologically and culturally credible behaviors have become a standard assumption for modern strategic approaches, more and more organizations, from small to large, have begun to develop, improve and inform their own Corporate Social Responsibility (CSR) strategies. The scope of these approaches varies. While some organizations focus more on environmental issues, such as inventory and less on friendly issues, others focus more on cultural issues such as the elimination of youth work or the promotion of women. Since the main focus of the economy, as it is often called, is to make money, cultural issues, including gender equality and women's empowerment, are often delayed as work environment strategies and less attention is paid to their cultural influences (Grosser, 2011). Some analyzes have been conducted primarily to attract CSR orders, but some

(Grosser, 2011; Kilgour, 2007; Pearson, 2007; Thompson, 2008) have examined CSR from a gender perspective, such as gender equality and empowerment. Women will (or should) be approached in the form of an organization to deal with CSR. There are also some scientific studies (Kilgour 2007; 2012) on the existence and more often on the lack of the clear gender mandate of United Nations (UN) initiatives, e.g., United Nations Global Compact (UNGC) and Women's Empowerment Principles (WEPs). Despite the fact that there is an impressive body of academic literature examining organizations' approaches to gender equality, neither activists nor economic research disrupt the gender equality strategy of certain UNGC signatory organizations and UN WEPs.

Through an examination of factors that affect establishment of gender equality at work place this paper seeks to create awareness for employers so that they stay on the lookout for these factors. The researcher acknowledges arguments by Robertson, et al. (2016) developing countries, and where this study is set, have poor working conditions and it is through the intervention of rights activism, the media or even the government that such situations can be altered. Studies like this are also a means through which this awareness can be created which will lead to development of working areas that practice gender equality.

1.1 Problem Statements

There are many explanations behind this research. Gender inequality is still one of the most unavoidable cultural inequalities (Grosser, 2011; Kilgour, 2007). It affects people in general and private life, all in all: "It exists in all cultural orders and crosses friendly divisions such as race, class and identity" (Kilgour, 2007, p. 752). While world institutions such as the United Nations (UN) and the World Bank have stated that women's communication is essential to address the difficulties of ascension and need, to date there is no region on Earth where women and men are treated. Comparable (Kilgour, 2012; World Bank, 2003). Despite women making up the total population and north of 40% of the global workforce, gender inequality persists in the 20th century. XXI (Edwardsson, 2012; Kilgour, 2007; World Development Report, 2012). Anita Roddick, organizer of The Body Shop, argues that "Equality in the Home and Workplace Is Just a Legend" (Roddick, 2000, p. 127) deserves a rating in any number of eligible regions.

There is a phrase, "Gender is a fluid idea that moves and taints over the long term" (Mavin and Grandy, 2012, p. 219). As cultural and financial power advances, the number of individual women in the labor market increases (Omar and Davidson, 2001). It shows that gender and management are attractive and a high point in society. Despite the increase in women in the work environment, the problem still exists that women are underrepresented at the highest levels of organizations (Alvesson and Billing, 2009). In addition, gender construction also influences organizational decisions about the choice of

supervisors on a more significant level. Women have more severe difficulties compared to men. In the meantime, there are more barriers preventing them from entering high positions in organizations. Brindley (2005), for sample, notes that the risk outlooks are different between women and men. Men are forced to make more insecure choices than women.

As a complex and phenomenal practice, gender inequality rampant in our organizations and practices and processes should be established to get rid of it. Bolton (2007) stipulates that woman are the most affected and the genius of these inequalities are policies firmly established by the human resource department. This through establishment of hiring, pay, training and promotion enactments that discriminate against a particular gender and in specific women. According to Hudson (200) this can only be worked on through the establishment of policies that hinder these sorts of discrimination as they can affect employees working nature and destroying of self-esteem hence unproductivity. The human resource should take part in developing of structures, leadership, strategies, culture, policies and acclimate that is gender sensitive. It is obvious that gender discrimination practices set a different class within organization, and this affects socialization in working place. The levels of enmity and hostility in working is bound to rise, hence creating unhealthy working environment. Bolton (2007) presents that many workplaces have been seeing as inhospitable as women receive multiple levers of gender-based inequalities which may affect their levels of earnings and other opportunities. Human resources should establish policies that ensure that women are well included in the organizations

development agenda and do not receive any form of sexist biasness. Any form of inequality is likely to affect the victims physical and psychological stress and thus should be discouraged.

This paper delineates inequalities practices by focusing on factors that affect establishment of gender equality policies within an organization. The developing countries have several indicators that they can use to leverage with developed world and one of them is the establishment of gender equality practices at workplace. Gender equality ensures that employee's dignity at workplaces is not compromised and that workers are able to utilize every available resource to spear head a gender sensitive working environment. ILO has declaration that address gender discrimination and advocates for adherence to rules that ensure that all genders are taken into consideration and that women who are in many times the victims are not discriminate. This is achieved through creation of equal wages, equal promotion opportunities hence equal levels of growth. Reports have pointed out that actually employee equality is a mains team goal among ILO partners. This study for a deep and focused presentation settles on the factors that can affect the realization of gender equality in countries. To achieve this there is clear outline of what equality will look like on the face of employees which makes it easy to conceptualize inequality thus. This is the only way that there shall be bridge gap between developed and developing world. This study proposes affirmative measures of action which are well integrates in the organizations management policies as this will help establish a working environment that is inclusive and gender sensitive through the

operations of human resource and other management practices as well.

1.2 Research Objectives

This study aims to achieve the following objectives which is;

- i. To examine the *Age Differences* perception among the public and private employees in workplace.
- ii. To examine the *Education Differences* perception among the public and private employees in workplace.
- iii. To examine the *Cultural Inclinations* perception among the public and private employees in workplace.
- iv. To examine the *Pay Gap* perception among the public and private employees in workplace.
- v. To examine the *Productivity Gap* perception among the public and private employees' workplace.

1.3 The Significance of this Study

There has been a general discussion about gender issues and gender equality in an organization is important for both the current organization and the general public. In any case, there isn't much data linking gender equality and public and privates' employees.

This study is an eye opener to the establishment of human resource policies that help avoid discrimination against gender. The study shed light on factors that affect the

establishment of gender equality practices in a working organization. Through understanding this factors the organization is presumed to have the power to address these factors so that they are able to create an environment that is gender sensitive. Besides the study is important to even the government as it can use the findings and the recommendations made to set policies that ensure any factor that may hinder the perceptions of establishment of gender equality practices in workplaces in a country are done away with. The study sets clear understanding that human resource should pay attention to skills, job skills, abilities, education levels and performance capabilities as these when they differ among employees then it becomes a strong ground in which inequality can be based. The study sheds light and makes it a document worth of use by employees is setting employment, wages, training and promotion policies that are nondiscriminatory and those that ensure that men and women feel equal and that any form of promotion is on the understanding that productivity of employees is the determinant of all. Besides being a learning document for the researcher it is also a document that shall be used a contribution to research as well as fill gaps in study as much research focuses on genre equality practices and processes.

1.4 Summary of Chapter 1

This thesis is organized into five chapters. The introductory chapter for this study covers the background of the study topic and defines the study problem, study, study objectives, and significance of this study in that order. The second chapter will critically analyze the

existing literature on the study topic. It will also cover the hypothesis that underpins this study as well as the theoretical and conceptual frameworks that this study will be based on.

The third chapter details the research design and methodology used in the investigation of the researcher's hypotheses in depth the study's field survey design, sampling techniques, measurement instruments, data collection procedures and data analysis approach. This chapter opens the thesis into a background conceptualization of gender equality practices and the problem statement, objectives and research question for this research. The chapter is paramount as it sets the background for the study.

While chapter four will be the results analysis and discussion and finally chapter 5 will be the conclusion and recommendations.

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CHAPTER 2

LITERITURE REVIEW

2.0 Introduction

This section presents a review of extant literature on gender inequality in working organizations and factors that can affect the same. The hypothesis is that many times due to traditional patriarchal societies the female gender is discriminated upon and ends up facing numerous challenges that hinder productivity. The section begins by presentation of gender equality, theoretical framework review, of the varied variables and the development of conceptual framework followed by the development of hypothesis. Finally, the gap that this study comes to fill is outlined.

2.1 Gender Equality

Equality is a mindset that counteracts discrimination, including gender, race, age, real world skills, and identity (Twomey & Harris, 2012). In addition, when gender equality is discussed, women are seen as dominated by the general public, which gives men more benefits and opportunities, especially in the work environment. At the same time, gender equality is more focused on changing and promoting the living conditions of women than men (Alvesson and Billing, 2009). Against this background, gender equality can be seen as part of the fight against discrimination but is essentially gender limited. There is no

doubt that gender diversity in the organization contributes to equality in general. Assigning the task would be easy by using the different qualities of the genders to achieve feasibility in the work environment (Leinonen, 2012). Gender diversity is now an important asset that can acquire the ability to innovate and subsequently generate attractive benefits for organizations (Mählck and Thaver, 2010).

Gender equality means that all kinds of people should have comparable substances, including the right to majority voting and equal compensation (United Nations, 1997). It means that women and men have similar independent and share their privileges in all aspects of their lives. Organizations can benefit from this by realizing gender equality. For sample, people feel satisfied when organizations regard them as synonyms. Subsequently, job satisfaction can be increased and also stimulated to sharpen, get in shape and give a performance (Drew, 2002; Atewologun & Singh, 2010). With regard to organizations, gender equality can create efficiency by exploiting the characteristics of both genders. The organization will therefore benefit considerably from this (Mählck and Thaver, 2010). Organizational effort is crucial to creating a permanent job.

To be specific, there are a few approaches that have been identified with organizational efforts. First, if companies can provide their employees with an sample of adaptive work, due to different demands from people during working hours, it would put more pressure on women to value work. The Adaptive Organizational Work Approach does a fantastic job of achieving gender equality in the workplace. (Gardiner & Tomlinson, 2009) Second,

popularity-based sharing allows members from different backgrounds and different organizations to participate in discussions. During the discussion, different plans can be learned from each other and negotiated to agree on better progress in the work environment. That is why the job questionnaire is fundamental, with the aim of establishing an exchange based on popularity and providing a stage to address gender boundaries in order to create an equal environment for every individual. It is clearly an important and vital stage in promoting gender equality in organizations. (Leinonen, 2012)

Last but not least, it is also a prerequisite for managers to achieve equality in the work environment. They must address aspects of gender equality, including gender, age, race, religion, nationality, disability, and other issues in strategic impetus, while examining movements of any kind that depend on their gender equality plan. In this way, executives should promote communication management as an unmistakable concentration in organizations (Speeden, 2006). Organizations play an important role in promoting gender equality in the workplace. They increase the reach of women in senior positions by walking organizational distances. However, progress is slow (Wahl and Höök, 2007).

In addition, it should be noted that while adaptive work encourages women to take on a certain amount of work, adaptable positions tend to be identified with lower incomes and fewer opportunities for advancement. As a result, this has resulted in several disparate ranks, including pay and career advancement in organizations (Gardiner and Tomlinson,

2009). That said, there are still some issues that prevent organizations from achieving gender equality in their operations. It is noteworthy that the bill provided.

2.2 Independent Variables

a. Age Gaps

Julia (2017) argue that she grew up in the 60's and 70's when all rules in workplace and general behavior were totally different. She further argues that in the era she terms as "mad men" any form of harassment was in the open but then this is not an indication that the aging persons is receptive of these unbecoming behaviors today. Conversely, she adds that older women are more receptive of gender inequality than younger women but in other studies she encounters young women are reported to be more tolerant than their older counterparts. These is because with changes in trends it may take time before a young woman recognizes sexual harassment due to their current ways of socialization (Gelfand et al., 2007). Some teens are said to perceive gender inequality as a mere way of expressing power by one gender and with age they reflect on practices of gender inequality and acknowledge them as forms of workplace harassment. However, Jaclyn Friedman (2008) is of contrary opinion, she posits that it is not about age but about gender., she states that in the olden days of the 60's and 70's women were not okay with oppression but were afraid of the patriarchal structures and could not speak out. This study is complimented by these findings and argues that traditional patriarchal setups have instilled a belief that gender inequality where men are felt and treated as superior is

okay. While older women who lived through this era might believe it the young or modern women challenge the status quo and want a society where all genders are treated as equal.

b. Education Level

Skaine, (1996) argue that education level is very crucial and big factors that affects gender inequality in our workplaces. The patriarchal communal systems have emphasized the education of the boy child at the expense of the girl child which becomes a bias of discrimination on the female gender due to lack of education. Due to lack of education the women thus associate gender-based harassment with traditional male forces of power such as patriarchy and term any form of harassment as a right that men are entitled. Difference in levels of education becomes a justified tool that affects gender inequality since once one is better educated it becomes justified to promote them at work, pay them better and give them administrative positions at the expense of the women who have little education (Fiske et al., 2002). Creation of awareness and fighting of patriarchal structures that are oppressive becomes the only way through which the oppressed gender can protect itself, increase productivity and boost employee's self-esteem.

c. Cultural Inclinations

Culture has an incredible effect on people and organizations (Hofstede et al., 2010). That's why it's important to think about culture when examining the elements that influence gender equality in public and private organizations. Merkin, (2008) argues that cultural perception of gender inequality differs because there is variation of how persons encode and decode messages. Hofstede, (2001) assert that how people understand actions depends on socialization and cultural inclinations or what passes in society as accepted behaviors. Rebecca, (2012) indicate that gender inequality and how to perceive it is highly influenced by cultural values and power differentials (Schimit et al., 2003). She argues that naturally their mishaps in cultural communications and these affects how the different genders perceive gender-based oppressions generally, across the globe. This critic argues that those who oppress others on basis of gender look at sociocultural factors before settling on the kind of language to use in perpetrating the act. This study asserts that those who practice gender inequality carry on their traditional statuses and stereotypical inclinations from their cultural set's ups to industrial set ups and this covers up the illegality of gender inequality practices.

According to Hofstede et al. (2010) characterize culture as “the aggregated programming of the brain that recognizes individuals from one set or classification of individuals from another” (p.6). Moreover, people deal with normal problems and use different answers to solve them. In a sense, therefore, different events or different personalities are considered

culture (Hofstede et al., 2010). In light of this scheme, it shows that lifestyle is a quirk added and shared by the individuals living in a particular society. The effects of culture have permeated all areas of life and there is no gathering that can be limited to culture (Hofstede et al., 2010).

d. Income Between Genders

In US and as reported by Herbert (2005) gender pay difference has been in existence and remained stable for good time which has raised concerns over time. The report indicates that in 2020, women took home 84 percent of men pay both in review of their part time as well as full time earnings. The estimate was that women would need 2 days or more in a financial year to earn as much as men in the country (Anderson et al., 2015). This has relatively been the case in different countries as since time long women have been discriminated against in regard to pay. Even in regard to age gap the younger earned less both in view of women and means earnings but that of women earning less than men was more pronounced. Even when age gap has consistently reduced over time, it has not recorder much change as far as discrimination of women is concerned in regard to pay gap.

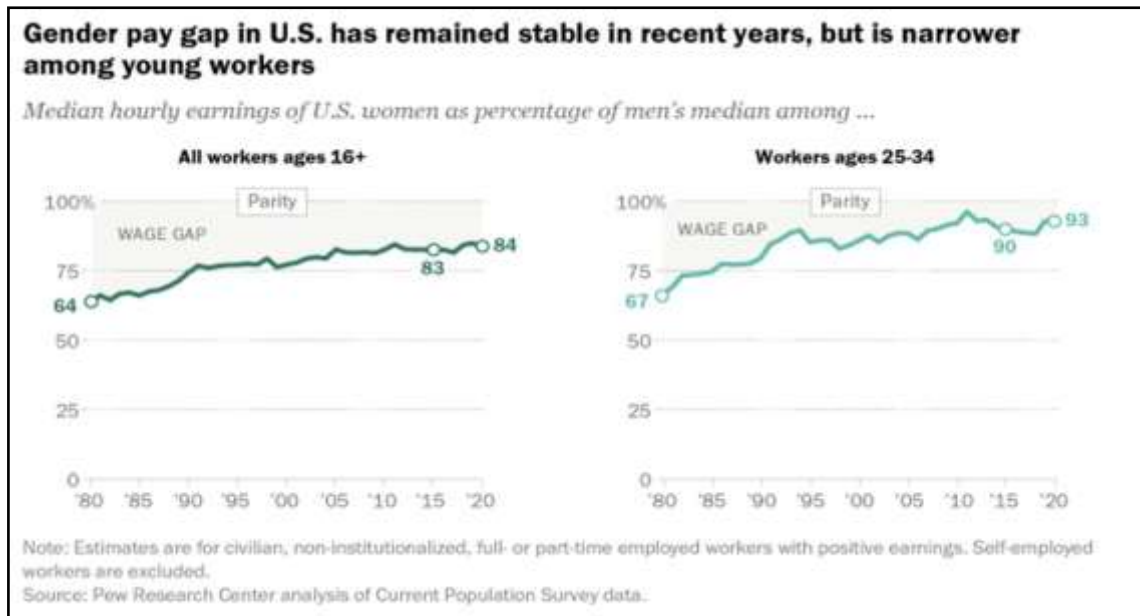


Figure 1: Source from Pew Research Center analysis of Current Population Survey Data

(Levanon et al., 2009) presents that the pay gap has been justified using aspects like education attained by women and men, segregations in red to occupations and even experience attained at work. This would explain why the difference in pay gap in age but may not justify existing pay gaps in regard to gender. The noted narrowed down wage gap in women's different ages is attributed to improvement dimensions adopted by women overtime in regard to education and productivity which has tremendously increased hence being realized in narrowed wage gap.

Miller (2016) avers that albeit women increasing their ability to earn highly like men at workplaces and more is in sections that have been pin previous years experienced men domination, there in notable overrepresentation of women in very low paying categories overtime and this is part of what has continually presented big wage gaps over time. Hersch (2002) reports that there are factors that may not be so easy to measure, and they

all denote wage gap discrepancies in workplace. Research conducted in 2017 by pew research center survey reported that in every 10 women four of them experienced gender discrimination when compared to the two in ten men as collected and of the biggest form of inequality was on the amount earned by these persons. Of everyone woman of four reported that they got less pay when compared to the men in that organization, of the total respondents only 5 percent of men earned less than women (Kay et al., 2005). This implies that generally women were discriminated against which affected their productivity.

As well Goldin (2014) reported that women received less pay due to unproductivity which may have been preceded by motherhood. This is because these duties affect their career path and if the company's policy does not acknowledge that they are mothers and need time to attend to these duties then their pay is obviously expected to be less than that of men in the organization. In a survey conducted by Hegewisch (2016) mothers were seen to take longer sick leaves as opposed to men and this affected their productivity as less pay. In the picture below this is demonstrated and it shows that women are affected by leaves, and this is negatively reflected in their career paths.

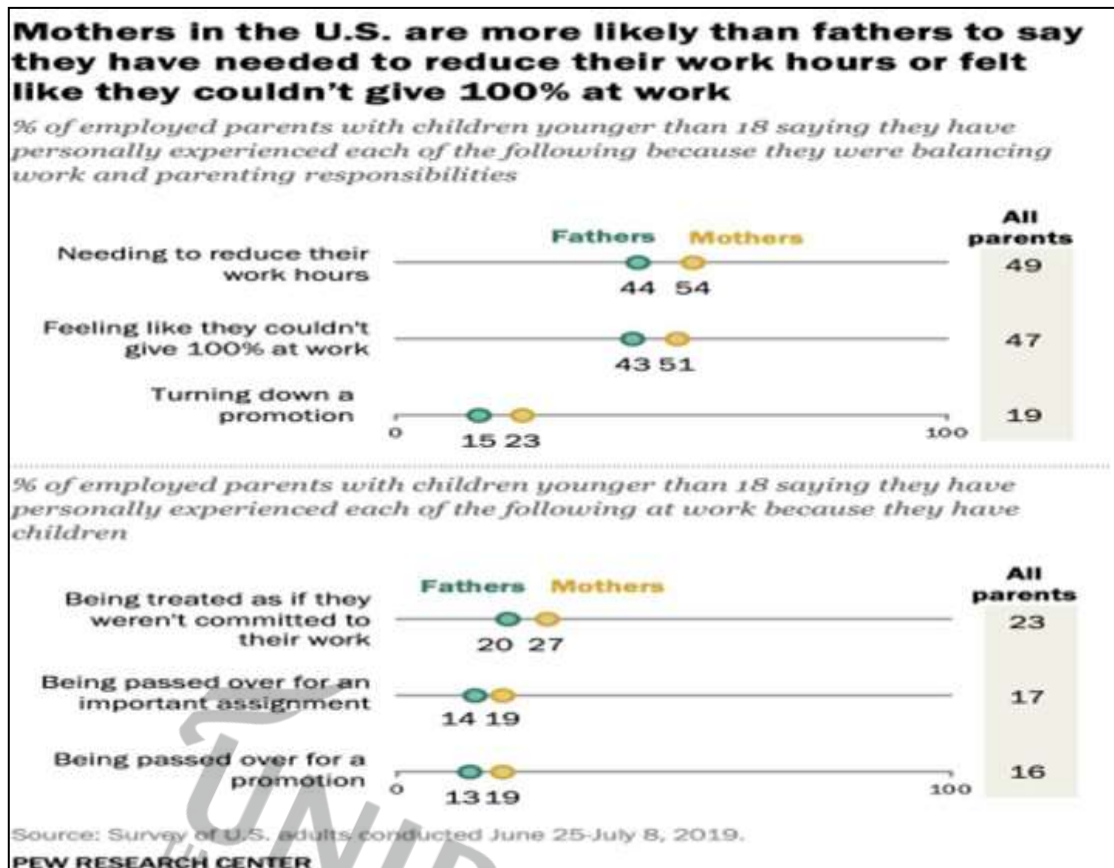


Figure 2: Survey of U.S. adults conducted June 25-July 8, 2019

Once a woman becomes a mother it becomes difficult to juggle family responsibilities with work and thus multitasking becomes overburdening and at the end their careers take the toll affecting their earnings. The human resource managers should come up with policies that are women sensitive so that they acknowledge the extra responsibilities bestowed upon women by nature and how they will ensure that they are not discriminated in regard to salaries during their period of working.

e. Productivity Between Genders

Productivity between genders is often as a result of discrimination. In instances where women are paid less, they are likely to remain demotivated. This is because over time women have put every effort to ensure that they are not left behind in education attainment and even productivity levels at workplace. However, their efforts have been thwarted as human resource policies discriminate against them hence demotivating them and dwindling their production efforts (Hebl et al., 2007). Issues like occupational biasness which are product of gender differences affect productivity. Men are likely to be favored hence motivating them to do all within their means to remain productive at the expense of women. Blau et al. (2016) presumes that when women earn their pay, they are likely to concentrate on motherhood responsibilities as men take the extra time to pursue more education which boosts education hence remaining relevant in the production sector this way their production is heightened at the expense of that of a woman. Male favoritism ends up favoring their level of production and means of production which hurts the women and suppresses their production efforts and to the end lowering their wages. Kulik and Bainbridge (2005) advises that the effort of trying to conceptualize the productivity difference as a form of inequality should not be through blame shifting games but rather through generating policies after proper consideration of the genders if the gap introduction between

genders. The understanding helps generate policies that are considerate and those that take the limitations of women, which hinder productivity, into consideration.

Human resource policies should be gender sensitive to understand the expected production from men and the equal measure of females in order to curb any form of discrimination that emanates from gender level (Lamont & Mizrachi, 2012). Earning can be equalized in order to increase production motivation of employees and incentives too which encourage hard work. However, this should be done without any form of favoritism. Besides employments should be based on academic qualifications and not gender as it is this that will prompt the mantra of equal work for equal pay. When productivity is equal hence equal pay then wage is equalized, and this promotes the ability to improve self through education and workshops which at the end translates to increased productivity from all genders.

2.3 Dependent Variables

a. Indicators of Gender (In)equality at Workplace

As stipulated by ILO gender equality can only come with decency and this incorporates the adoption of the varied indicators of decent work practiced for both genders. It is paramount that an organization ensures that there is no discrimination on opportunities of employment, no gender partakes of work that is unacceptable, there is adequate wages for all, decent working hours, all are assured of stability, establishment of working

environment that is safe, work life balance is assured, there is boosting of social relationship which lead to both economic and social empowerments of all genders in workplace.

b. Employment Opportunity

Qual and descent opportunities of employment is one of the greatest measures of equality at workplace (Peru, 2014). Organizations should ensure that they ensure labor law process that ensure that all genders are well represented at workplaces because this is one of the greatest parameters that measure sensitivity to gender matters at workplaces. ILO convention of 1964 stipulates that no single gender should feel underrepresented as the other one feels overrepresented at work. by being gender sensitive on employment opportunities then it becomes a prove that organizations are free, productive and involving all its citizens in development matters (No.122). an organization should be aware of the population status so that in their employment opportunities they ensure that all are well represented.

c. Distribution of Income

Gender equality is also indicted by the adoption of equal work for equal pay for all employees regardless of gender. Organizations should understand that all employees only come to work so that they can earn a living and thus no single employee should be discriminated against on basis of gender (Welle &Heilman, 2005). As well any incentives

should be based on performance and not on employees' gender. besides employers should offer equal training to employees so that they increase their chances of earning more income (Mintz-Habib,2009).

d. Decent Hours, Fairness and Equal Treatment at Work

Another marker of gender equality is ensuring that all employees have descent working hours that are well enumerated. fair treatment regardless of gender and also that safety if offered to all during working hours. Peru (2014) presents that when all these are granted to employees, they experience decency and are likely to remain productive during working hours.

e. Safety at Workplace

According to occupational safety of 1981 (No. 155) employers should adopt injuries protection measures in order to ensure that all their employees expertise peace in a working environment. This practice should cater for all employees without discrimination. If an organization should promote dignity and safety then it should do as stipulated in this convention to protect all its employees (Mintz-Habib,2009). Employers should ensure that physical and psychological wellbeing of all employees, men or women is promoted as the employment injury benefit convention, 1965 (No.121) has long advocated for development of policies that ensures employers are responsible for the safety of their employees.

f. Social Protection

Equality can also be experienced through social protection practices in work backgrounds. Employees develop policies that protect employees from danger regardless of danger. All genders require protection from various issues that they may be facing. The Social Security (Minimum Standards) Convention, 1952 (No.102) produced nine advantages that people derived from there. They include medical care, maternity benefit, sickness benefit, unemployment benefit, old-age benefit, family benefit, employment injury benefit, invalidity benefit, and survivors' benefit. Through these social security avenues are developed to ensure that people are protected from evil and from those who are gender incentive (Vescio et al., 2005). The presumption is that when policies are developed then they can never be violated and thus people remain protected throughout. There are varied types of social security services even at workplaces and organizations practice them for the benefit of their employees. The goal is to ensure that all types of employees are protected from constraints emanating from finance and other life contingency and hence have people while in a working environment.

g. Promotion of Workplace Relationships

Another indicator of an established workplace equality is through promoting workplace dialogues and social relation. This is achieved through established of speech rights so that employees feel at ease to say all that they feel they should say (Ferdausy Rahman, 2009). Every employee regardless of gender, should have the freedom to air grievances with no

victimization as this brings about a conducive and descent environment of work. This form of freedom gives employees a feeling of belonging and thus boosts their productivity. This is achieved by employees airing own views or using a representative to approach the organizations management or even form trade unions to negotiate on their behalf with the organization when need be. When there is freedom of speech it becomes an avenue through which stakeholders can exchange ideas on policy formulation practices.

h. Equal Social and Economic Basic Work Inclinations

Equality is better established through development of policies that promote social economic equality policies in an organization. As stipulated in ILO, this is among the factors that if well balanced then employees remain motivated, hence boosting productivity. Mintz-Habib (2009) argues that if well set policies are established then employers will ensure they bring in employees with competitive levels of education regardless of gender and this becomes one of the bases of establishing equality for these employees. Mintz-Habib avers those developing countries should not lag behind in this establishment as it is core on promoting gender equality and makes it easy for the organization to establish this background that is gender sensitive. This is one of the means through which socio-economic productivity is prompted among all employees in order to ensure that work decency and dignity is promoted.

2.4 Theoretical Foundations

This study is guided by underpinnings of organizational theory in which gender inequality is understood on basis of a wide range of organizational-related ideologies such as power and even status inequalities in companies (Gruber, 1992). This theory is paramount in conceptualization of employee's behaviors and understanding of the structures that govern this behavior. Through this theory we can understand varied matters such as communication, psychology, sociology and even practices of management. According to Pina et al (2009) there are disparities at work that increase the possibility of a gender harassment hence inequality at workplaces. Cleveland & Krest, (1993) argue that the key concept that helps perceive or even explain gender is power. This is because in a society we have powerful and powerless persons and here relationships are best defined in a hierarchical manner and hence here in these hierarchical structures there is complete assertion of power by the top notch who feel they own the instruments of power hence end up oppressing another gender (Lips, 1991). Eagly (1983) further argues that we live in a world that is fully patriarchal and here where men alongside being goal oriented, exercise full control and mostly take advantage of women who are passive elements in societies, mostly. This theory also highlights that gender inequality is not purely portrayed by men but as well those women who are in power (at working area) (Pina et al., 2009). As well Pina and friends argue that when gender inequality is seen in peers it is interpreted as a sign of trying to gain power or equalize the feeling of subordination these group of

persons might have received from any powerful oppressors in a working institution. In this case gender inequality is either a means to exert control or even equalize any feelings of sexual indifference subordinates may have experienced.

Organizational theory according to Wilness et al (2007) majorly deals with immediate contexts of harassment and in this case, it is concerned with industrial oriented gender harassment where critics argue that it is not only power differences that lead to gender harassment but also industrial work ethics, how permissive the working environment is, gendered occupations, or even industrial norms and ethics (Heilman and Okimoto, 2007).

Pina et al 2009 for instance posits that if in a working area there is no clear-cut guidelines on punishments towards gender oppressors, then the possibility of gender inequality practices will be high. This is purely to argue that how an organization perceives gender inequality predicts if the same will be witnessed in the future (Chemers, 1997). Even when organizational theory does not pay attention to differences in people and how through their everyday behavior, they might have influenced gender inequality it has played a crucial role in in helping professionals come up with good strategies that help combat this form of workplace harassment (Pina et al., 2009 and Willness et al., 2007).

The underpinnings of this theory are very informative in analyzing the content under study since industrial gender inequality and how to perceive it is all anchored on an attitude which is created from social factors and finally determines the degree of perception that this harassment receives (Merkin, 2008). This study if focused on factors that affect this gender (in)equality at workplace and hypothesis that the following play a

big role in influencing the perception of the same: level of education one has, the position they hold at work, the gender of perpetrator and even age. By analyzing these factors this study helps comprehend how to perceive gender inequality at workplace and how to combat the same.

2.5 Proposed Conceptual Framework

Kumar (2011) posits that research conceptual framework is very crucial in any study and is defined by Sekaran (2010) as a logically assumed relationship between variables in a study. This is usually testable during the actual research. Though often speculated, researchers go out there to carry out research in order to authenticate their assumptions. Before the actual research process, a researcher assumes several outcomes that stand to be proved after the actual research has taken place. The answers of the research come to answer the research questions. For this research, the hypotheses formulated is based on existing knowledge and theory that guides this study and in line with the research problem and objective I come up with the following framework that guides this study.

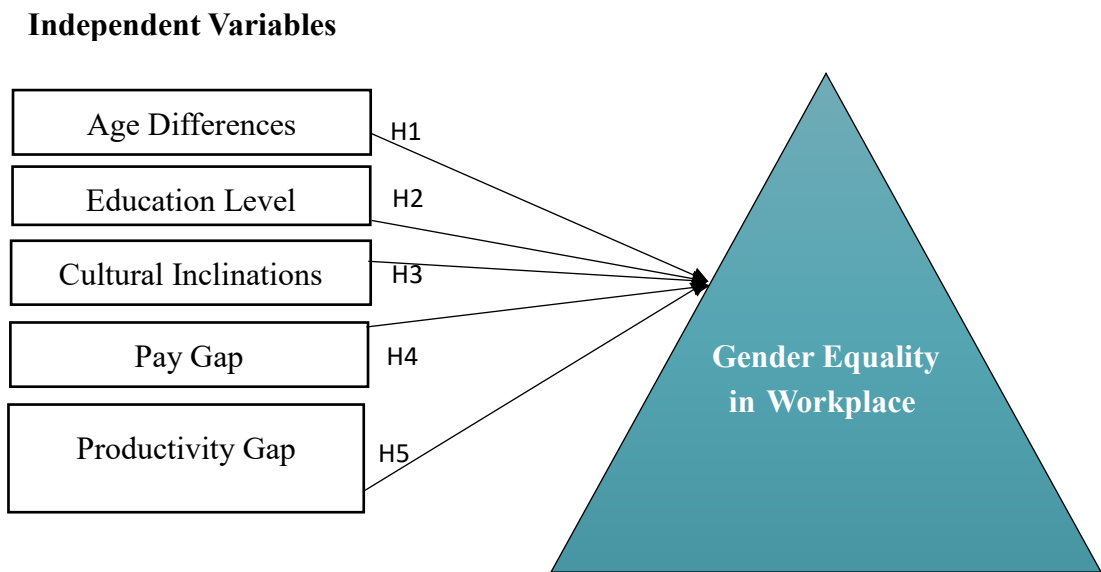


Figure 4: Conceptual Framework

2.6 Hypothesis Development

On account of the above proposed model for this study, we derive the following assumptions that guide this research. The hypotheses are based on factors in industrial set ups that affect gender inequality. The hypotheses were based on both the dependent and independent variables in this study.

- H1 Employees **Age Differences** in industries highly affects the establishment of gender equality practices at workplace.
- H2 **Educational levels** another factor that affects the establishment of gender equality practices at workplace.

- H3 Employee's **Cultural Inclinations** highly influence the establishment of gender equality practices at workplace.
- H4 **Pay Gap** between genders has positive affect the establishment of gender inequalities policies at workplace.
- H5 **Productivity Differences** affect the establishment of gender inequalities policies at workplace.

2.7 Summary of Chapter 2

In conclusion and as well as in review of the presented extant literature in this section, there is a cognizable need to study the perceptions of factors affecting gender equality establishment in workplaces as this will be one of the successful routes to end gender inequalities at workplaces. It is through understanding what leads to it that we can end the inequality and establish quality-based policies that help promote productivity. As noted, these concepts or variables presented are broad and need to have their interrelatedness studied. In this research, this shall be carried out in a well-presented methodology that shall be detailed in the next section

CHAPTER 3

RESEARCH METHODOLOGY

3.0 Introduction

This section introduces the research methodology design system and the approaches used to complete the research, including the exploratory methodology and the quantitative methodology through questionnaire. Then, at this point, the data performance and data analysis methods are presented. The reliability and validity of the data are also presented at the end of the section and Survey is utilized for measuring the factors.

3.1 Research Design

In this research, the quantitative approach is used. The key reason why the quantitative methodology has been widely used is because of the desire to generalize from the findings of the research. The quantitative research methodology is more consistent with the scientific and statistical research methods that underpin the concept of generalizations (Sekaran & Bougie, 2010). Since the present study also intends to generalize, the quantitative research methodology is also likely to be the most appropriate. However, it has been noted that the use of the quantitative methodology reduces the depth of analysis of the perceptions factors affecting establishment of quality in gender matters in workplace. The quantitative method and survey research are chosen to conduct this study.

The content type, media type and posting time are elements included and transformed into online survey questionnaires, which they are quantitatively measured using 5-point Likert scale and questions to be taken from online and previous study where respondent can easily answer the questions. In addition to that, the survey questionnaires designed with the most relevant online survey questions are distributed through online platform (Google form) and previous study.

3.2 Study Population and Sampling Procedures

Since this research study is going to use convenience sampling, participants are going to be selected from the public where they are readily and easily available. Convenience sampling is advantageous since it is inexpensive, it a practical sample technique and an easier option as compared to other sampling techniques thus do not have a list of limitations that can interfere with the accuracy data collected. Additionally, this sampling method can accommodate a large number of surveys within a low cost. Nevertheless, this sampling method can record a higher level of biasness together with its inability to generalize within a large population.

According to Bryman 2017 it is generally good practice to write at least five items for each construct that you wish to measure. Because this will effectively increase the researchers' chances to survive the analysis to have minimum five items for each component. The population and from which the sample for this research shall be picked is the identified working class from where gender representation is expected to be well

represented. The researcher shall identify the public from private and public who have a knowledge of gender sensitive practices as stipulated in ILO and then a sample shall be drawn from these. The population is expected to be mixed both male and female and besides that, the minimal number of participants providing usable data for the analysis should be larger of 230 participants or 5 times the number of variables being analyzed and stratified strategy for probability sampling is utilized for gathering data. In this research on both public and private workplace

3.3 Data Collection Method

When it comes to collecting information from different sources so as to support the research study, test hypothesis and also in outcome evaluation, data collection is crucial in this case. There are two main types of data collection has applied in this study, which include the primary and secondary methods. When it comes to the use of secondary data collection methods, research will tend to us information generated from original sources that includes focus groups, survey, questionnaires, and interviews. On the other hand, secondary data collection methods use information collected from existing sources which includes internet sources, publications, and databases among others. The primary data collection methods so that to ensure that the data to be collected is consistent with both the research questions and research objectives which is questionnaires (Ghauri & Grønhaug, 2010). The driving factor towards choosing primary methods of data collection is based on the fact that primary data reflects the perception of a population directly in

which is to be studied. Relevant information from the internet and publications can be collected using the secondary methods of data collection. However, when it comes to collecting the most reliable information that can successfully achieve the research study objectives, then both methods of collecting data can be combined in a research study. Likewise, survey questions can be explained assuming we direct up close and personal questionnaires and lessen potential results of misconceptions. The secondary sources can be caught in managerial disseminations, past studies, individual records, etc. (Kumar, 2005). Consequently, articles and rationale books are utilized as hotspots for our secondary data in our research. Utilize secondary data to further develop our research. To guarantee this, we look to past explore on gender and hierarchical administration issues to help our discoveries and discussions. Moreover, they are ideal environments for unusual circumstances, and respondents give different types of answers (Berg & Lune, 2012) that fit our research.

3.4 Operationalization and Data Instrument

This research study is going to apply and utilize survey and questionnaires as data instrument methods. Applying good questionnaires can be beneficial as the research objectives can be easily and successfully meet and at the same time the information provided is both accurate and complete which means that the interviews and the respondents can complete. The factors to be considered when using questionnaires as a data instrument are the length of the questionnaires, questions, language used, coding and

recording, analysis, and sequence of the questions. Additionally, when it comes to ensuring that the questionnaire is of high quality and quantity, the physical appearance of these questionnaires must be considered. Structured questionnaires were the most widely used tool for data collection. Structured questionnaires use closed ended questions, and this reflects the fact that most of the studies sought to collect quantitative research data. Quantitative research data is either numerical in nature or structured enough to be numerically defined (Nilsen et al., 2020). The questionnaires used were both researcher-administered or self-administered although the latter tended to prevail. For data analysis, statistical analysis was the method that has been most widely used in the research. The use of statistical analysis is reflective of the fact that the researchers collected quantitative research data. It is also reflective of the desire to generalize. Inferential statistics is used for generalizing and this has been a key aim in most of the research. The Statistical Product and Service Solutions software (SPSS) has been the most widely used in this research.

The scale that is easy to design and manage and at the same time easier for respondents to easily learn how to use is the 5-point Likert scale. This scale indicates the degree of agreement of the respondents with the use of a series of statements which indicated as follows: 1= Strongly disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, and 5 = Strongly agree

3.5 Data Analysis Techniques

The main technique to be used in this study is the inferential analysis technique while the descriptive will come in to describe the demographic details of respondents. In addition, observations made shall be recorded in the discussion part in collaboration with the data collected and calculated.

The design of the discussion follows the conceptual structure of this study. As Zikmund (1997) states, the research some portion of the research is the utilization of the comprehension of the subjects and the joint effort between experimental results and hypotheses and backing the hypotheses to the survey for directing the measurable analysis for the quantitative research. The study incorporates the perceptions of factors affecting the establishment of gender equality in workplace in public and private organizations which will be the principal parts of the study, and furthermore sums up the organization between past hypotheses and experimental results that can assist us with thoughts for additional research.

Likewise, the strategies by which we present this discussion are introduced as follows: First, the analysis should show how the subject gets both important and available proof, and how every one of the hypotheses cooperates with the gathered data. It is thus that in Chapter five we have gathered exact hypotheses and results to take into consideration a genuine discussion of every part related to the subject.

Our points of view additionally stream into the discussion. Then, the research should make the vitally rival's interpretations as justifiable as could be expected. We decide the factors that impact the subjects from both the primary and the secondary data. It then, at that point, connects the specific discoveries to the writing and presents the rival's considerations, which are exceptional corresponding to our observational outcomes. The third rule expresses that the analysis should stay up with the greater part of the research. We shed light on the issue in research. The factors that are significant for gender balance in general society and private organization are remembered for the research relying upon perception results and composed preliminary work. The fourth rule shows that the analysis should likewise be remembered for circumstance explicit expert and recorded data. In this study we analyze the Factors Affecting the Establishment of Gender Equality in Workplace in private and public organizations as an objective, our perspectives and considerations on gender equality and public and private organizations will keep on being displayed in the study as this research advances.

3.5.1 Descriptive Analysis Technique

In demographical analysis, demographical data is analyzed descriptively and as well in such a way that frequencies are obtained in order to determine the percentage representation of each demographic groups to be included in the sample. The respondents' personal data is collected whereby they are asked to provide information about their age, gender, employment, educational level, marital status and income level. Such

demographical data can play an important role in measuring the trends and patterns revealed in the sample, although, this data will not influence the finding of the study in any way.

3.5.2 Inferential Analysis Techniques

Johnston (2017) Presents that the mostly used methods in inferential methods of analysis are the testing of hypothesis, the utilization of confidence intervals and regression analysis. This study is interested in the testing of hypothesis and mainly uses the SPSS software. When it comes to analysis, the process of analysis consists of removing, coding, grouping and presentation of the data collected so to analysis (Johnston, 2017). In order to resolve issues of assumptions that might come up from the research topic, a statistical test will be utilized in the hypotheses of the research study.

Prior to the main research pretesting shall be done and tested though the same procedure to mark its efficiency. Pre-testing is required before gathering information. With this respect, a developed questionnaire was pre-tested before conducting the survey. To create a meaningful set of survey questions, a pilot test was born with a small group of ten respondents to check whether the items mentioned in the survey form were understandable and, at the same time, comprehensible. Subsequently, based on the obtained results, the questionnaire was then examined and updated according to the remarks and suggestions received during the pilot surveying. The current and more comprehensive survey with meaningful questions was developed. A pilot study refers to

a strategy that researchers use to test the accuracy of the questionnaire by a smaller sample over the initial sample size, that is it is conducted on a smaller scale than the primary or full-scale study. In this phase of undertaking a online survey, the questionnaire is employed to a smaller percentage of the entire sample audience, or in other informal instances, to a convenience size of the sample.

3.6 Ethical Considerations

Ethics refers to the distinctions between the right and wrong and the good and bad when conducting a study (Walliman, 2011). The ethical issues are to guide during the research study. The researcher was granted permission from UniRazak in order to carry out the research. Permission was also sought from the respondents to undertake the research study and once given the permission, participants were invited to participant and letter explaining the research was attached for easy understanding and the participants confidentiality and anonymity were put into considerations.

3.7 Reliability and Validity

Reliability is described by "the fact that it is so independent to track down the accidental states of the analysis (Kirk and Miller, 1986, p. 20). This implies that others can reach a comparative resolution assuming they go through a comparable research process. As Silverman (1997) states, "the data can be made more complete comparable to the diverse authoritative degrees of exercises" (p. 205). During the research, we really focus on

reliability and legitimacy We run hypotheses and rationale papers to help research. To guarantee the reliability of this research, each questionnaires gets restrictive help. The surveys not just include an employee who is answerable for the organization, yet in addition volunteers and different individuals. Before the questionnaires are directed, the arrangement of the questions is made to guarantee that we have a tantamount type of the survey and to expand the legitimacy of the study.

It just so happens, we didn't stringently cling to the survey, and they were phrased distinctively relying upon the responses of the respondents, to guarantee that we got every one of the data we needed. As far as legitimacy, Zikmund (1997) calls attention to that legitimacy is the capacity of an instrument to align the essential thoughts and principal questions to be assessed. Silverman (1997) discussed "a focal part of legitimacy that connects with the communication between a conceptual perspective and the examiner's perceptions" (p. 213). Subsequent to directing questionnaires, we coordinate the substance of the surveys and send them back to the questionnaires for additional research to keep away from gaps and breaking point errors (Kumar, 2005). Up to this point, every one of the respondents has checked and affirmed the sufficient solutions to the questions acquired from their contemplations. In that capacity, individuals don't adjust their mentality and convictions toward proper reactions. This permits you to show that the data is to some degree critical.

3.8 Summary of Chapter 3

As outlined at the quantitative research design was selected as the best methodology to help nullify or validate the hypothesis of this research. As well guided by the studies variables the questionnaire is well developed to guide this research. The data of the research were collected from both primary and secondary sources. The primary sources data has been widely used in this study to gather data through questionnaires survey through online with Google Form.



CHAPTER 4

RESULT AND ANALYSIS

4.0 Introduction

The study of the questionnaires that were obtained from the respondents is the subject of this chapter. The demographic findings of respondents are reported in the first part, followed by the results of respondents' The measuring model is then used to show a positive association between the variable and the study aim. The chapter summary appears at the conclusion of this chapter.

4.1 Demographic Information

This section presents the respondents demographic information. First, the study examined the gender distribution of the respondents. The study findings demonstrated that a slight majority of the respondents (55.7%) were female, while the remaining 102(44.3%) were male. The study further examined the sector in which the respondents worked. The study findings demonstrated that the majority (84.3%) of the respondents worked in the private sector, while the remaining 36 (15.7%) worked in the public sector. Moreover, the study examined the age distribution of the respondents who took part in the study. The study findings demonstrated that a slight majority (50.4%) of the respondents were aged 30-49 years, 57(24.8%) were aged 40-49 years, 28(12.2%) were aged 25-29 years, 21(9.1%)

were aged 50 years and above, and 8(3.5%) were aged under 25 years. The study further examined the ethnicity of the respondents who took part in the study. Based on the study findings, the majority of the respondents (79.1%) were of Malay ethnicity, while 25(10.9%) were Chinese, 17(7.4%) were Indians, while the remaining 6(2.6%) were from other ethnicities not indicated in the study. The study further examined the highest education level of the respondents and found that a slight majority of the respondents (46.5%) had bachelor's degree, followed by 98(42.6%) of the respondents who had diplomas, 20(8.7%) had master's degrees, and 4(2.2%) had PhDs. The study further examined the marital status of the respondents. Based on the study findings, the majority of the respondents (69.1%) were married, while 64(27.8%) were single, while 7(3.0%) were widowed/widowers/separated. The study further examined the respondents' monthly gross income. The study findings demonstrated that a slight majority of the (32.2%) had a monthly income of RM 2,501.00 – RM 4,000.00, while 26.5% (RM 4,001.00 – RM 6,000.00), 23.0% (RM7001.00 and above), 11.7% (below RM 2,500.00), and 6.5% (RM 6001.00 - RM 7000.00). Moreover, the study examined the position held by the respondents in their workplaces. The study findings demonstrated that a slight majority of the respondents (52.2%) worked in the middle management, while 83 (36.1%) worked in the junior management, and 11.7% of the respondents worked in the senior management. These findings are summarized in Table 4.1.

Table 4.1. Demographic distribution of the respondents			
The study variable		Frequency	Percentage
Gender of the respondents	Male	102	44.3
	Female	128	55.7
Sector	private sector	194	84.3
	public sector	36	15.7
The age distribution of the respondents	Under 25 years Old	8	3.5
	25-29 years old	28	12.2
	30-39 years old	116	50.4
	40 – 49 years old	57	24.8
	50 years and above	21	9.1
The respondent's ethnicity	Malay	182	79.1
	Indian	17	7.4
	Chinese	25	10.9
	Others	6	2.6
The level of education of the respondents	Diploma Level	98	42.6
	Bachelor's Degree Level	107	46.5
	Master in Level (Any Course)	20	8.7
	PHD Level	5	2.2

Marital status of the respondents	Single	64	27.8
	Married	159	69.1
	Widow/Widower/Separated	7	3.0
The respondents' monthly (Gross income)	Below RM 2,500.00	27	11.7
	RM 2,501.00 – RM 4,000.00	74	32.2
	RM 4,001.00 – RM 6,000.00	61	26.5
	RM 6001.00 - RM 7000.00	15	6.5
	RM7001.00 and Above	53	23.0
The position held by the respondents	Junior Management	83	36.1
	Middle Management	120	52.2
	Senior Management	27	11.7

The study further examined status of equality within the workplace (see Table 4.2). A slight majority (35.2%) of the respondents indicated that they were neutral (N) men and women were treated equally in workplace, while only 31.7% agreed (A), 19.6% strongly agreed (SA), 11.3% disagreed (D), and 2.2% strongly disagreed (SD). The study findings further demonstrated that a slight majority (28.3%) of the respondents were neutral that men and women were fairly paid in their workplace, while 31.7% agreed, 23.9% strongly agreed, 13.9% disagreed, and 2.2% strongly agreed. Moreover, the study finding

demonstrated that a majority (54.3%) of the respondents strongly disagreed on the fact that it was right that women should be paid less for doing the same job as men just because women must take career breaks, while 33.0% disagreed, 31.7% were neutral, 2.2% agreed, and 0.9% strongly agreed. The study findings further demonstrated that a slight majority (35.2%) of the respondents were neutral that management about gender equality in workplace takes action, while 33.9% agreed, 17.0% strongly agreed, 9.1% disagreed, and 4.5% strongly disagreed.

Table 4.2. The status of Equality in Workplaces

Statement	SD		D		N		A		SA	
	f	%	f	%	f	%	f	%	f	%
Men and women are treated equally in workplace	5	2.2	26	11.3	81	35.2	73	31.7	45	19.6
Men and women are fairly paid in their workplace	5	2.2	32	13.9	65	28.3	73	31.7	55	23.9

It's right that women should be paid less for doing the same job as men because just because women must take career breaks.	125	54.3	76	33.0	22	9.6	5	2.2	2	0.9
Management about Gender Equality in workplace takes action.	11	4.8	21	9.1	81	35.2	78	33.9	39	17.0

4.2 Descriptive Statistics

4.2.1 Age Differences Perceptions

The current study sought to determine the age differences perception among the public and private employees in workplace. The study demonstrated in Table 4.3 shows the findings measured against their mean and standard deviations. The responses with a mean of 3.0 and above was considered to be high and therefore a positive outcome. The study findings demonstrated that the aging persons are firmer in their working conditions (M =

3.2; SD = 0.91). The study findings further demonstrated that there was variation in tolerance among the age groups of individuals (M = 3.49; SD = 0.84). It was further demonstrated that there was advancement in age enhances recognition of gender equality (M = 3.21; SD = 0.98). It was further demonstrated that there was variation in age groups influence the capacity to speak out inequality in work (M = 3.43; SD = 0.92). Finally, the study findings demonstrated that the aged and traditional patriarchal setups had varying beliefs in gender inequality (M = 3.36; SD = 0.88). These findings are demonstrated in Table 4.3.

Statement	N	Min	Max	M	SD
Aging persons are firmer in their working conditions	230	1.00	5.00	3.25	.91
There is variation in tolerance among the age groups of individuals	230	1.00	5.00	3.49	.84
The advancement in age enhances recognition of gender equality	230	1.00	5.00	3.21	.89

Variation in age groups influence the capacity to speak out inequality in work	230	1.00	5.00	3.43	.92
Aged and traditional patriarchal setups have varying beliefs in gender inequality	230	1.00	5.00	3.36	.88
Valid N (listwise)	230				

4.2.2 Education Differences Perceptions

The current study further examined the education differences perception among the public and private employees in workplace. The study demonstrated in Table 4.4 shows the findings measured against their mean and standard deviations. The responses with a mean of 3.0 and above was considered to be high and therefore a positive outcome. The study findings demonstrated that the education level was very crucial in promoting independence and gender equality (M = 3.48; SD = 0.99). The study findings further demonstrated that there was probability that higher educated employees become eligible to be promoted at work (M = 3.47; SD = 0.93). In addition, the study findings demonstrated that the creation of awareness on gender equality could be enhanced through education (M = 3.84; SD = 0.20). Also, the study findings demonstrated that by having higher level of education employees could increase their self-esteem in creating awareness of gender equality (M = 3.63; SD = 0.97). However, there was low perceptions

from the respondents on the fact higher educated men in administrative position were being paid more than women that has equal educations level (M = 2.61; SD = 1.15)

Table 4.4. Education Differences Perceptions					
Statement	N	Min	Max	M	SD
The education level is very crucial in promoting independence and gender equality	230	1.00	5.00	3.48	.99
There a probability that higher educated employees become eligible to be promoted at work	230	1.00	5.00	3.47	.93
Higher educated men in administrative position are being paid more than women that has equal educations level	230	1.00	5.00	2.61	1.15
Creation of awareness on gender equality can be enhanced through education	230	1.00	5.00	3.84	.20
By having higher level of education employees can increase	230	1.00	5.00	3.63	.97

their self-esteem in creating awareness of gender equality					
Valid N (listwise)	230				

4.2.3 Cultural Inclination Perceptions

The study further sought to determine the cultural inclinations perception among the public and private employees in workplace. The study demonstrated in Table 4.5 shows the findings measured against their mean and standard deviations. The responses with a mean of 3.0 and above was considered to be high and therefore a positive outcome. The study findings demonstrated that the society accepts that behaviour have an impact on gender inequality in workplace (M = 3.51; SD = 0.88). Moreover, the study findings demonstrated that the cultural values and power differentials have an effect on gender equality (M = 3.61; SD = 0.86). Also, the study findings indicated that the mishaps in cultural communications have an effect on gender equality in workplace conduct (M = 3.53; SD = 0.77). It was further demonstrated that the stereotypical tendencies in cultural groups leads to gender inequality in workplace (M = 3.60; 0.85). The findings from the study also indicated that promoting positive workplace culture was important to improve gender equality (M = 3.64; SD = 0.97).

Table 4.5. Cultural Inclination Perceptions					
Statement	N	Min	Max	M	SD
The society accepts that behaviour have an impact on gender inequality in workplace	230	1.00	5.00	3.51	.88
The cultural values and power differentials have an effect on gender equality	230	1.00	5.00	3.61	.86
The mishaps in cultural communications have an effect on gender equality in workplace conduct	230	1.00	5.00	3.53	.77
Stereotypical tendencies in cultural groups leads to gender inequality in workplace.	230	1.00	5.00	3.60	.85
Promoting positive workplace culture is	230	1.00	5.00	3.64	.97

important to improve gender equality					
Valid N (listwise)	230				

4.2.4 Pay Gap Perceptions

The current study further examined the pay gap perception among the public and private employees in workplace. The study demonstrated in Table 4.6 shows the findings measured against their mean and standard deviations. The responses with a mean of 3.0 and above was considered to be high and therefore a positive outcome. The study findings demonstrated that there was variation in pay scale due to occupation differences ($M = 3.52$; $SD = 0.86$). The study findings further demonstrated that the disparity in age have an impact on pay scale and thus inequality among individuals ($M = 3.72$; $SD = 0.90$). The study findings also demonstrated that the overtime compensation pay scale brought disparity in payment levels ($M = 3.64$; $SD = 0.93$). Moreover, the study findings demonstrated that the representation discrepancies of gender in different pay scales in an organization brought inequality ($M = 3.28$; $SD = 0.97$). Finally, the study findings demonstrated that pay scale differences in gender brought inequality ($M = 3.62$; $SD = 0.91$).

Table 4.6. Pay Gap Perceptions					
Statement	N	Min.	Max	M	SD
There is variation in pay scale due to occupation differences	230	1.00	5.00	3.52	.86
Disparity in age have an impact on pay scale and thus inequality among individuals	230	1.00	5.00	3.72	.90
Overtime compensation pay scale brings disparity in payment levels.	230	1.00	5.00	3.64	.93
Representation discrepancies of gender in different pay scales in an organization bring inequality	230	1.00	5.00	3.28	.97
Pay scale differences in gender brings inequality	230	1.00	5.00	3.62	.91
Valid N (listwise)	230				

4.2.5 Productivity Gap Perceptions

The study further examined the productivity gap perception among the public and private employees in workplace. The study demonstrated in Table 4.6 shows the findings measured against their mean and standard deviations. The responses with a mean of 3.0 and above was considered to be high and therefore a positive outcome. The study findings demonstrated that productivity based on workplace discrimination brought inequality (M = 3.57; SD = 0.85). The study findings further demonstrated that the productivity discrimination demotivates workers and brought inequality (M = 3.81; SD = 0.89). It was also demonstrated that the occupational biasness in gender differences affected productivity (M = 3.72; SD = 0.91). Furthermore, the study findings demonstrated that the motherhood responsibilities varied productivity which brought gender inequality in workplaces (M = 3.42; SD = 1.02). Finally, the study found that the individual gender equality could improve self-capacity and thus productivity of all genders (M = 3.82; SD = 1.57).

Table 4.7. Productivity Gaps Perceptions					
Statement	N	Min.	Max.	M	SD
Productivity based on workplace discrimination brings inequality	230	1.00	5.00	3.57	.85

Productivity discrimination demotivates workers and brings inequality	230	1.00	5.00	3.81	.89
Occupational biasness in gender differences affect productivity	230	1.00	5.00	3.72	.91
Motherhood responsibilities varies productivity which brings gender inequality in workplaces	230	1.00	5.00	3.42	1.02
individual gender equality can improve self-capacity and thus productivity of all genders	230	1.00	55.00	3.82	1.57
Valid N (listwise)	230				

4.3 Pearson Correlation

Because correlation is an effect size, this study uses Evans' (1996) reference for the absolute value of r to orally explain the correlation's strength: .00-.19 "very weak"; "weak" (.20-.39); "moderate" (.40-.59); "Strong" (.60-.79), and .80-1.0 "very strong". The correlation can either be positive or negative. In the current study, the study examined correlation between age differences and gender equality. In this regard, the study findings demonstrated that there a statistically significant correlation between the age differences

and gender equality ($p < 0.01$). The study findings demonstrated that there was a very strong correlation between age differences and gender equality ($r = .987^{**}$). These findings are similar to Julia (2017) who found that older women are more receptive of gender inequality than younger women but in other studies she encounters young women are reported to be more tolerant than their older counterparts. Similarly, Gelfand et al. (2007) argue that these is because with changes in trends it may take time before a young woman recognizes sexual harassment due to their current ways of socialization. Contrary to the findings from the current study, Friedman (2008) disagrees, claiming that it is not about age but about gender. She claims that throughout the 1960s and 1970s, women were not alright with oppression but were terrified of patriarchal organizations and couldn't speak up. These findings support this study, which claims that conventional patriarchal structures have fostered a view that gender disparity, in which males are perceived and treated as superior, is acceptable. While elderly women from this age may think so, young and modern women are challenging the established norm and advocating for a world in which all genders are treated equally.

The study further examined the Pearson correlation between the educational level and gender equality. In this regard, the study findings demonstrated that there was a very strong and statistically significant correlation between the educational level and gender equality ($p < 0.01$; $r = .970^{**}$). Similar to the findings from the current study, Skaine (1996) claims that educational attainment is one of the most important and significant elements

influencing gender disparity in the workplace. The patriarchal community structures have prioritized the education of boys over girls, resulting in a bias of discrimination towards the female gender owing to a lack of knowledge. As a result of their lack of education, women equate gender-based harassment with traditional male structures of power, such as patriarchy, and label any sort of harassment as a right reserved for males.

The study further examined the Pearson correlation cultural inclination and gender equality. In this regard, the study findings examined. The study demonstrated that there was a very strong and statistically significant correlation between the cultural inclination and gender equality ($p < 0.01$; $r = .953^{**}$). This finding is similar to Hofstede (2001), who argues that how individuals view acts is influenced by socialization and cultural preferences, or what is regarded in society as acceptable conduct. Similarly, Rebecca (2012) found that cultural values and power differentials have a significant impact on gender inequality and how it is perceived. She claims that their blunders in cultural communication effect how various genders see gender-based oppression in general, all across the world. This critic contends that individuals who oppress others on the basis of gender consider sociocultural issues before deciding on the language to use. This study claims that persons who perpetrate gender discrimination maintain their conventional positions and stereotyped tendencies from their cultural to industrial environments, obscuring the illegality of their actions.

The study further demonstrated that there was a very strong and statistical significant correlation between the pay gap and gender equality ($p < 0.01$; $r = .965^{**}$). This finding is similar to Miller (2016), who argue that despite women's ability to earn as much as men at work and more in sections that have previously experienced men dominance, there is a noticeable overrepresentation of women in very low-paying categories overtime, which is part of what has consistently presented large wage gaps over time. Similarly, Hersch (2002) argues that there are a number of factors that are difficult to quantify but all contribute to pay disparities in the workplace. In another similar study, the Pew Research Centre in 2017 found that four out of every ten women faced gender discrimination, compared to two out of ten males, and the most significant type of disparity was the amount earned by these individuals. The outcome further suggested that only 5% of males in the company earned less than women, according to every woman in four (Kay et al., 2005). This suggests that women were discriminated against in general, which harmed their output.

Moreover, the study findings demonstrated that there was a strong and statistical significant correlation between the productivity gap and gender equality ($p < 0.01$; $r = .721^{**}$). Indeed, discrimination in productivity between men and women was found to be common. For instance, when women are paid less, they are more prone to get demotivated. This is because, over time, women have worked hard to ensure that they are not left behind in terms of educational achievement or job productivity. However, their

efforts have been hampered by discriminatory human resource policies, which have demotivated them and reduced their production efforts. These findings are similar to Hebl et al. (2007), who found that occupational prejudice, which is a result of gender disparities, has an impact on productivity. Men are more likely to be favoured, pushing them to do all possible to stay productive at the expense of women. Similarly, Blau et al. (2016) found that when women earn their pay, they are more likely to focus on motherhood responsibilities, whereas men take the extra time to pursue more education, boosting education and thus remaining relevant in the production sector. As a result, men's production is boosted at the expense of women.

		4.8. Pearson Correlations					
		Age differences	Educational level	Cultural inclination	Gender equality	Pay gap	Productivity gap
Age differences	Pearson Correlation	1	.965**	.948**	.987*	.954*	.722**
	Sig. (2-tailed)		.000	.000	.000	.000	.000
	N	230	230	230	230	230	230
Educational level	Pearson Correlation	.965**	1	.981**	.970*	.982*	.726**
	Sig. (2-tailed)	.000		.000	.000	.000	.000
	N	230	230	230	230	230	230
Cultural Inclination	Pearson Correlation	.948**	.981**	1	.953*	.979*	.716**
	Sig. (2-tailed)	.000	.000		.000	.000	.000

	N	230	230	230	230	230	230
Pay gap	Pearson Correlation	.954**	.982**	.979**	.965*	1	.718**
	Sig. (2-tailed)	.000	.000	.000	.000		.000
	N	230	230	230	230	230	230
Productivity gap	Pearson Correlation	.722**	.726**	.716**	.721*	.718*	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	230	230	230	230	230	230
**. Correlation is significant at the 0.01 level (2-tailed).							

4.4 Regression Analysis

To identify the specific determinants of emotional intelligence, a typical multiple regression model was used. The model summary table, ANOVA table, and regression coefficient table give the study findings, which indicate the predictors of independent factors on the dependent variable.

The regression model summary in Table 4.9 shows how well independent factors predict dependent variables. In this aspect, the R-Square demonstrates the variability accounted for by the predictor factors. It indicates that productivity gap, cultural inclination, age differences, pay gap, educational level correctly predicted 98.1 percent of the variances in the gender equality in the workplace. However, the remaining 1.9 percent (1-0.98.1) was predicted by additional factors not examined in the current study.

Table 4.9. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.991 ^a	.981	.981	.61208

a. Predictors: (Constant), productivity gap, cultural inclination, age differences, pay gap, educational level

The results of the study are shown in Table 4.10, which shows the multiple regression outcome on how the independent factors predicted the independent variable. The study results demonstrate a significant value in the model's reliability testing on the association between the predictor variables (productivity gap, cultural tendency, age disparities, wage gap, educational level) and gender equality in the workplace. As shown in Table 4.10, the significant value was reached at 0.000, which was less than the 0.05 critical value, at the 95 percent significance level. This demonstrates that the typical multiple regression model was statistically significant in predicting the connections between the variables in the research. The estimated F value was 2356.983, indicating a substantial model in the connections as shown by the regression coefficients. As a result of the study findings shown in Table 4.10, the overall standard multiple regression model was statistically significant and trustworthy in explaining the influences of the predictor variables on the growth of gender equality in the workplace.

Table 4.10. ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	4415.077	5	883.015	2356.983	.000 ^b
Residual	83.919	224	.375		
Total	4498.996	229			

a. Dependent Variable: gender equality

b. Predictors: (Constant), productivity gap, cultural inclination, age differences, pay gap, educational level

The study findings in table 4.11 presents the level statistical significance in the prediction of gender equality in the workplace by the independent variables. First, the study how age differences predicted the level of gender equality in workplace. The study findings demonstrated in Table 4.11 show that the age differences positively and significantly predicted the gender equality in the workplace ($\beta = .720$, $t = 20.287$, $p < .05$). The study findings further demonstrated that there was no statistically significant prediction between educational level and gender equality in the workplace ($\beta = 105$, $t = 1.662$, $p > .05$). The study further demonstrated that cultural inclination positively and significantly predicted the gender equality in the workplace ($\beta = -.114$, $t = -2.193$, $p < .05$). Moreover, the study findings demonstrated that there was no statistically significant prediction

between educational level and gender equality in the workplace ($\beta = .001$, $t = 0.066$, $p > .05$). These study findings are summarized in Table 4.11.

Table 4.11. Coefficients

Model	Unstandardized		Standardized	t	Sig.
	Coefficients		Coefficients		
	B	Std. Error	Beta		
(Constant)	-.155	.243		-.638	.524
Age differences	.746	.037	.720	20.287	.000
Educational level	.096	.058	.105	1.662	.098
1 Cultural inclination	-.120	.055	-.114	-2.193	.029
Pay gap	.289	.055	.287	5.269	.000
Productivity gap	.001	.011	.001	.066	.948

a. Dependent Variable: gender equality

4.5 Summary of Chapter 4

In summary, the study findings demonstrated that there was a very strong correlation between age differences and gender equality. The outcomes of the study further revealed that there was a very strong and statistically significant association between educational level and gender equality in this regard. The cultural predisposition and gender equality also had a very strong and statistically significant relationship. In addition, the study concluded that there is very strong and statistically significant link between wage inequality and gender equality. The study further concluded that there is a substantial and statistically significant link between the productivity gap and gender equality.

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CHAPTER 5

CONCLUSIONS AND RECOMANDATIONS

5.0 Conclusion

This chapter provides the conclusion and recommendations based on the study findings. It begins by presenting the discussion of the study findings, and then followed by the conclusions and recommendations.

5.1 Limitation of Research

In this study, the main limitations that can be improved and open opportunities for future research. The first limitation of this study is that the sample size is limited due to the time constraint, the respondents are only from private and public sector.

5.2 The Discussion of the Study Findings

5.2.1 Age Differences Perceptions

The study examined correlation between age differences and gender equality. In this regard, the study findings demonstrated that there a statistically significant correlation between the age differences and gender equality. Indeed, the study findings demonstrated that there was a very strong correlation between age differences and gender equality. The outcomes of the survey revealed that older people are more adamant about their working

circumstances. Individuals of different ages showed different levels of tolerance, according to the findings of the study. It was also established that as people get older, they are more aware of gender equality. It was also shown that age groups had an impact on the ability to speak up against workplace inequity. The survey also found that the elderly and conventional patriarchal structures held differing views on gender inequity.

Similar findings have been found from the previous studies. For instance, Julia (2017) found that older women are more amenable to gender inequity than younger women, although younger women are considered to be more tolerant than their counterparts in another research he has seen. Indeed, due to her existing socialization patterns, it may take a young woman some time to notice sexual harassment as a result of shifting trends. Some teens are believed to see gender inequality as a simple method to display one gender's authority, and as they get older, they ponder on gender-inequitable practices and see them as kinds of workplace harassment. On the contrary, Friedman (2008) believes it is not about age but about gender, patriarchal norms, and the inability to talk honestly. This study adds to previous findings by arguing that patriarchal structures have fostered the assumption that gender disparity is beneficial when males are perceived and regarded as superior. While elder women from this age may believe so, young or modern women are challenging the established norm and advocating for a society in which all genders are treated equally.

5.2.2 Educations Differences Perceptions

The association between educational level and gender equality was also investigated in the study. The outcomes of the study revealed that there was a very strong and statistically significant association between educational level and gender equality in this regard. The outcomes of the study revealed that education has a critical role in developing independence and gender equality. The outcomes of the survey also revealed that highly educated professionals had a higher chance of being promoted at work. Furthermore, the outcomes of the study showed that education might help to raise awareness about gender equality. Furthermore, the outcomes of the study showed that employees with a greater degree of education had higher self-esteem and were more conscious of gender equality. Respondents, on the other hand, had mixed feelings about the fact that higher-educated males in administrative positions were paid more than women with similar levels of education.

The effects of educational level on gender equality in the workplace have also been examined in the previous studies. For instance, Skaine (1996) claims that education is one of the most important variables influencing gender disparity in the workplace. Municipal patriarchal regimes have prioritized the raising of male children at the expense of female children, who develop prejudiced towards women owing to a lack of education. Women equate gender-based harassment with traditional masculine powers such as patriarchy due to a lack of education, and they identify all sorts of harassment as a male right. Differences

in educational attainment become a justifiable instrument that influences gender disparity because when one is more educated, it is permissible to promote them at work, pay them more, and offer them administrative positions, to the detriment of women with less education. The victimized sex can only defend themselves, boost productivity, and build employee self-esteem by raising awareness and fighting against repressive patriarchal norms.

5.2.3 Cultural Inclinations Perceptions

The association between cultural propensity and gender equality was also investigated in the study. The outcomes of the study revealed that cultural predisposition and gender equality have a very strong and statistically significant relationship. The outcomes of the study showed that society recognizes that behaviour has an influence on gender disparity in the workplace. Furthermore, the outcomes of the study revealed that cultural beliefs and power disparities have an impact on gender equality. Furthermore, the outcomes of the study revealed that misunderstandings in cultural communications had an impact on gender equality in workplace behaviour. It was also shown that stereotyped attitudes in cultural groupings contribute to workplace gender inequity. The study's findings also revealed that improving gender equality requires establishing a favourable working culture. People and organizations are profoundly affected by culture (Hofstede et al., 2010). This is why, while considering the factors that promote gender equality in public and private organizations, it is critical to include culture. According to Merkin (2008),

cultural perceptions of gender inequality fluctuate due to differences in how people encode and interpret signals. According to Hofstede (2001), people's understanding of acts is influenced by their socialization and cultural preferences, or what is recognized in society as acceptable behavior. The cultural values and power differentials have a significant impact on gender inequality and how it is perceived (Schimit et al., 2003). Of course, their mistakes in cultural communications, he claims, have an impact on how various genders see gender oppression in general, all over the world. This critic claims that individuals who oppress others on the basis of gender consider socio-cultural variables before deciding on the language they would use to carry out their crimes. Gender inequality practitioners, according to this study, transmit their conventional statuses and stereotyped tendencies from their cultural structures to industrial structures, which encompasses the illegality of gender disparity practices.

5.2.4 Pay Gap Perceptions

Furthermore, the study found a very strong and statistically significant link between wage inequality and gender equality. The outcomes of the study revealed that there was pay scale variance owing to disparities in occupations. The findings of the study also revealed that differences in age have an influence on pay scales and, as a result, inequality among individuals. The findings of the study also revealed that the overtime compensation pay scale resulted in disparities in payment levels. Furthermore, the outcomes of the study showed that disparities in gender representation in different pay tiers in an organization

resulted in inequity. Finally, the outcomes of the study revealed that salary disparities between men and women resulted in inequality. Similar to the previous findings, Herbert (2005) found that the gender wage disparity has persisted and been constant for a long time in the United States, raising issues over time. According to the survey, in 2020, women was projected to bring home 84 percent of what males do, whether part-time and full-time. Women would require two or more days in a financial year to earn the same amount as males in the country (Anderson et al., 2015). This has been the situation in a number of nations since women have long been victims of wage inequality. Still, when it comes to the age gap, the youngest earn less than the oldest, both in terms of women and in terms of money, but the disparity between men and women is more pronounced. He hasn't observed any improvement in women's wage discrimination despite the fact that the age difference has consistently shrunk over time. Goldin (2014) also claimed that unproductiveness before to parenthood resulted in decreased compensation for women. This is because these responsibilities have an impact on their professional path, and if business policy does not acknowledge that they are mothers who require time to do these tasks, then their salary should be lower than that of the organization's males. In a study done by Hegewisch (2016), it was discovered that mothers take more sick days than males, lowering their productivity and resulting in lower income.

5.2.5 Productivity Gaps Perceptions

Furthermore, the results of the study revealed a substantial and statistically significant link between the productivity gap and gender equality. The outcomes of the study showed that productivity based on workplace discrimination resulted in inequity. The results of the study also showed that productivity discrimination demotivates workers and causes inequality. It was also shown that gender disparities in the workplace had an impact on productivity. Furthermore, the outcomes of the study revealed that parenting obligations affected productivity, resulting in gender imbalance in the workplace. Finally, the study discovered that individual gender equality can boost self-capacity and, as a result, productivity for both men and women.

Discrimination typically results in lower productivity between the sexes. Women are more prone to be demotivated when they are paid less. This is because, over time, women have gone to tremendous efforts to guarantee that they do not fall behind in terms of educational attainment or even workplace productivity. However, their efforts have been thwarted by discriminatory personnel practices, which have discouraged them and reduced their productive efforts. Productivity is hampered by issues such as employment prejudice, which is a result of gender disparities. Men are more likely to be favored, which pushes them to do all in their power to be productive at the expense of women. Women are more likely to focus on mothering tasks when they earn their earnings, since males take the extra time to gain more education, so expanding education and thus continuing

to pay what is appropriate in the production sector. As a result, its output rises at the expense of its output. Male partiality benefits their level of productivity and methods of production, harming women and suppressing their productive efforts, eventually lowering their salaries. According to Kulik and Bainbridge (2005), the endeavor to conceive the productivity difference as a form of inequality should not be done through blame games, but rather through the development of policies that take into account suitable gender if the gender gap is introduced. Understanding aids in the development of policies that are respectful of women and take into account their limitations, which impede productivity.

5.3 Conclusions

Based on the study findings, the study concludes that there is a statistical significant correlation between the age differences and gender equality. Gender equality was strongly correlated with age differences. The elder generation is more vocal about their working conditions. People of all ages demonstrated varying levels of tolerance. People become increasingly aware of gender equality as they get older. The ability to speak out against workplace injustice was influenced by age groupings. Gender inequality was viewed differently by the elderly and traditional patriarchal organizations.

The study also concluded that there was a very strong and statistically significant association between educational level and gender equality in this regard. Education is crucial in the development of independence and gender equality. Professionals with

advanced degrees have a better likelihood of being promoted at work. Gender equality may be made more visible via education. Employees with a higher level of education had a stronger sense of self-worth and were more aware of gender equality. The fact that higher-educated males in administrative jobs were paid more than women with equivalent levels of education has sparked debate.

The study further concluded that cultural predisposition and gender equality have a very strong and statistically significant relationship. Gender difference in the workplace is recognized by society as a result of behaviour. Gender equality is influenced by cultural ideas and power imbalances. Gender equality in workplace behaviour was impacted by misconceptions in cultural communications. Gender disparity in the workplace is exacerbated by preconceived beliefs among cultural groups. Improving gender equality necessitates the development of a positive workplace culture.

In addition, the study concluded that there is very strong and statistically significant link between wage inequality and gender equality. Due to differences in vocations, there was pay scale variation. Individual disparities in age have an impact on pay ranges and, as a result, inequality. Pay discrepancies arose as a result of the overtime compensation pay scale. Furthermore, unfairness stemmed from discrepancies in gender representation in different pay categories within a company. Inequality originated from wage differences between men and women.

The study further concluded that there is a substantial and statistically significant link between the productivity gap and gender equality. Inequity came from productivity based on workplace discrimination. Discrimination based on productivity demotivates employees and creates inequity. Productivity was harmed as a result of gender differences in the workplace. Parenting responsibilities also had an impact on productivity, resulting in a gender imbalance in the workplace. Individual gender equality can increase men's and women's self-capacity, which eventually leads to higher productivity within the workplace.

5.4 Recommendations

5.4.1 Recommendations for Practice

Based on the study findings, Organizations should recognize that all workers come to work in order to make a livelihood, and that no one employee should be discriminated against because of their gender. Incentives should also be focused on performance rather than the gender of employees. Employers should also provide equitable training to employees so that they have a better opportunity of earning more money.

Another indicator of gender equality is ensuring that all employees have reasonable and well-defined working hours. Therefore, organisations should have equal treatment regardless of gender, as well as the provision of safety to all employees throughout

working hours. When employees have access to all of these, they feel good and are more likely to be productive during working hours.

The study findings demonstrated that there is a significant and statistically significant relationship between gender inequality and productivity gaps. Therefore, in order to enhance productivity within the workplaces, organisations should ensure that there is gender equality at all times. To encourage gender equality, organizations may start by changing their job descriptions. This can be done by examining their job descriptions to see if any of the requirements need to be changed in order to attract more candidates. In addition, organizations may look into a pay audit to verify if the male and female employees are paid equally. This may assist the organizations in determining whether the workplaces provide equal employment opportunities to all employees.

5.4.2 Recommendations for further Studies

The current study examined the perceptions factors affecting the establishment of gender equality in workplace using quantitative means. To obtain more comparative outcomes, the study recommends future studies that uses other methods such as the mixed methodology that helps to obtain the respondents' emotions and feelings on the research phenomenon. The study also recommends similar studies in other jurisdictions with different cultural settings.

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APPENDICES

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Questionnaires

The Perceptions of Factors Affecting the Establishment of Gender Equality in Workplace

Section A

1. Sex?

- Male
- Female

2. Sector?

- Private Sector
- Public Sector

3. Indicate your age group?

- Under 25 years Old
- 25-29 years old
- 30-39 years old
- 40 – 49 years old
- 50 years and above

4. What is your Ethnicity?

- Malay
- Indian
- Chinese
- Others

5. Indicate your highest education attain

- Diploma Level
- Bachelor's Degree Level
- Master in Level (Any Course)
- PHD Level.
- Others

6. Marital Status?

- Single
- Married
- Widow/Widower/Separated

7. Individual Monthly Income (Gross Income)

- Below RM 2,500.00
- RM 2,501.00 – RM 4,000.00
- RM 4,001.00 – RM 6,000.00
- RM 6001.00 - RM 7000.00
- RM7001.00 and Above

8. Level of Position?

- Junior Management
- Middle Management
- Senior Management

Section B

Kindly choose that is most appropriate to you by using the 5 point scale for below questions.

1= Strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree.

9. Men and women are treated equally in workplace?

- 1 Strongly Disagree
- 2 Disagree,
- 3 Neutral
- 4 Agree
- 5 Strongly Agree

10. Men and women are fairly paid in their workplace?

- 1 Strongly Disagree,
- 2 Disagree
- 3 Neutral
- 4 Agree
- 5 Strongly Agree

11. It's right that women should be paid less for doing the same job as men because just because women must take career breaks.

- 1 Strongly Disagree,
- 2 Disagree
- 3 Neutral
- 4 Agree
- 5 Strongly Agree

12. Action is taken by management about Gender Equality in workplace.

- 1 Strongly Disagree
- 2 Disagree
- 3 Neutral
- 4 Agree
- 5 Strongly Agree

Section C

Please read the following statements regarding **The Perceptions Factors Affecting the Establishment of Gender Equality in Workplace** and Kindly choose that is most appropriate to you by using the 5-point scale for below questions.

1= Strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree.

1. Age Differences

- Aging persons are firmer in their working conditions
- There is variation in tolerance among the age groups of individuals
- The advancement in age enhances recognition of gender equality
- Variation in age groups influence the capacity to speak out inequality in work
- Aged and traditional patriarchal setups have varying beliefs in gender inequality

2. Education Level

- The education level is very crucial in promoting independence and gender equality
- Is there a probability that higher educated employees becomes eligible to be promoted at work?
- Higher educated men in administrative position are being paid more than women that has equal educations level?
- Creation of awareness on gender equality can be enhanced through education
- By having higher level of education employees can increase their self-esteem in creating awareness of gender equality

3. Cultural Inclination

- The society accepts that behaviour have an impact on gender inequality in workplace
- The cultural values and power differentials have an effect on gender equality
- The mishaps in cultural communications have an effect on gender equality in workplace conduct
- Stereotypical tendencies in cultural groups leads to gender inequality in workplace.
- Promoting positive workplace culture is important to improve gender equality

4. Pay gap

- There is variation in pay scale due to occupation differences
- Disparity in age have an impact on pay scale and thus inequality among individuals
- Overtime compensation pay scale brings disparity in payment levels.

- Representation discrepancies of gender in different pay scales in an organization bring inequality
- Pay scale differences in gender brings inequality

5. Productivity Gaps

- Productivity based on workplace discrimination brings inequality
- Productivity discrimination demotivates workers and brings inequality
- Occupational biasness in gender differences affect productivity
- Motherhood responsibilities varies productivity which brings gender inequality in workplaces
- Individual gender equality can improve self-capacity and thus productivity of all genders

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APPROVAL PAGE

TITLE OF PROJECT PAPER: THE PERCEPTIONS OF FACTORS
AFFECTING THE ESTABLISHMENT OF
GENDER EQUALITY IN WORKPLACE

NAME OF AUTHOR : NUR CAHAYA BINTI MOHAMED YUNOS

The undersigned certify that the above candidate has fulfilled the conditions of the project paper prepared in partial fulfilment for the degree of Master of Business Administration.

SUPERVISOR

Signature : _____

Name :

Date :



ENDORSED BY

Dean

Graduate School of Business