Gender Discrimination and Work Overload as Predictors of Employee Performance Among Shift Workers in Jos

Ali, James Ugbo[1]; Dakahap Plangnan Musa[2]
General and Applied Psychology Department
University of Jos, Nigeria.
Email; iamjamesau@gmail.com
+234 8062246686

Abdulazeez Jimoh[3]
Post service housing estate hilltop,
Phase II Kurudu, Abuja.
jimoh.abdulazeezt@gmail.com

Timothy Abiodun Adeleye[4]
Al Rayan, Doha Qatar
Bioduntimmy@gmail.com
+794 70227259

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Abstract
In workplace, employees have been discriminated on one hand based on their gender which has led to a stunted growth in terms of position, pay and promotion and on the other hand are overloaded with work which results in poor morale, high turnover, poor commitment and poor sense of judgement because rewards to work are denied and a sense of humiliation, frustration and powerlessness takes over. The study examined the the effects of gender discrimination and work overload on employee performance among shift workers in Jos. The survey design was adopted for the study. The two-way analysis of variance was used as the tool for data analysis. A sample of 236 participants were used in the study. The study made us of a purposive sampling technique. The result show that gender discrimination does not have a significant effect on employee performance F (1.047), df (24,236), p= 0.40>0.05. The study also indicate that work overload has a significant effect on employee performance F (1.54), df (24,236), p= 0.05. The third hypothesis show that there exists a significant main interaction between gender discrimination, work overload and employee performance F (1.416), df (105,236), p= 0.05.

Keyworks: *Gender Discrimination, Work Overload, Employee Performance, Shift Workers*

Introduction

Performance is a variable that has a global outlook in its application, cutting across individuals, groups, organizational and machine levels. The abstractness of the concept of performance has attracted different researchers with the view to undertake research in line with performance in keeping with their specialty. With respect to product and service organizations, the classical

approach gave attention on motivation and performance. However, emerging interest have stepped into contemporary areas that rather link gender discrimination and work overload to performance. According to Salam (2014) issues of gender discrimination have been on the increase ranging from problems of differential promotion to differential remuneration between gender. Literature has shown the discriminatory approach even on issues of employment thereby denying inclusiveness on the grounds of one's sex. Similarly, and or what Japanese call "Karoshi" have been identified with employees of different organizations. From the face value, work overload may give a semblance of work efficiency embraced by Taylor (1911) that defined procedure for achieving work. Alternatively, work overload could rather lead to dismal performance, hence its complexity on individual differences. Work overload is viewed as the scenario where employees of an organization are been given jobs to do that are beyond the responsibilities of the office assigned to them which makes them to lack the requisite skills they need to carry out the assignment been given to them which makes them fatigued, develop poor sense of judgement which hinder optimal performance. Employee performance is viewed as the results or impact of activities of an employee over a given time span. It is the degree of accomplishment of tasks that make up an employee's job. It is the efforts directed towards achieving organizational goals. Employee performance shows the degree in which employees meet their job requirements. The performance index is often measured by the output of the employee. Hence, employee performance refers to the aggregate physical and mental effort employees expend on their jobs in order to give out a reasonable output (Daniel, Adewale, Adeniji and Olumuyiwa 2014). Therefore, this study is out to examine the effects of gender discrimination and work overload on employee performance in Jos metropolis.

Statement of Problem

Marginalization across gender has been observed by Jessica, Cornejo, and Pritchard (2004), as a tool used over the years in the workplace which makes employees to be segregated as a result of their gender roles within an organization. Marginalization often occurs as a result of cultural divides especially in this part of the world where the gender of the employees plays a significant role towards the job description given to employees. According to Daniel, Adewale, Anthonia and Olumuyiwa (2014) the effect of this is that the employees may be demotivated and dissatisfied to a point where their level of performance might drop. These high-powered gender discrimination stunts the growth of employees in terms of position and pay, as management usually discriminate towards promotion based on perception and are more likely to put certain set of employees below their actual pay grade as a result of discrimination irrespective of their performance. For this to be averted, inclusiveness should be the watchword. Work overload of committed workers may result in poor morale of employee, high turnover, poor commitment, poor sense of judgement and may result in negative impact on the organizational performance of employee because the work environment has succeeded in stifling the abilities of employees to develop their capabilities and to choose and pursue their professional aspirations because rewards to work are denied and a sense of humiliation, frustration and powerlessness takes over (Osah, Ukoha and Alagah 2017).Therefore, this study aims to fill in the knowledge gap by investigating the effects of gender discrimination and work overload on the employee performance in Jos metropolis.

Objectives of the Study

The general objective of the study is to examine the cause effect relationship of gender discrimination and work overload on employee performance. The specific objectives are:

1. To examine whether the male gender that have experienced gender discrimination will have no enough time to complete task that will have effect on employee performance.
2. To examine whether the male gender that have experienced gender discrimination will have time to complete task that will have effect on employee performance.
3. To examine whether the female gender that have experienced gender discrimination will have no enough time to complete task that will have effect on employee performance.
4. To examine whether the female gender that have experienced gender discrimination will have sufficient time to complete task that will have effect on employee performance.

Hypothesis

1. Gender discrimination would have a significant effect on employee performance.
2. Work overload would have a significant effect on employee performance.
3. There would be a significant main interactive effect between gender discrimination, work overload and employee performance.

Theoretical Review

The research is grounded in several theories, including Functionalist Theory, Social Interactionism, Equity Theory, Social Identity Theory, and Psychological Contract Theory. These theories suggest that gender equality, social interaction, fairness, and psychological contracts are essential for optimal employee performance. The study highlights that gender discrimination and work overload can lead to poor performance, conflict, and decreased productivity. The Functionalist Theory emphasizes the importance of equal opportunities for both genders, while Social Interactionism stresses the need for meaningful interactions among employees. Equity Theory advocates for fairness in resource allocation, and Social Identity Theory warns against marginalization and overload of certain groups. The Psychological Contract Theory, the primary framework, emphasizes the importance of formal agreements between employers and employees, outlining expectations and responsibilities. When these agreements are honored, employees are more likely to perform optimally.

Research Methodology

The study utilized a survey design with a purposive sampling technique to investigate the effects of gender discrimination and work overload on employee performance among shift workers in Jos, Nigeria. Two hundred and thirty-six participants were selected from both private and public sectors, comprising 115 males and 112 females. The instruments used were the Gender Discrimination Scale (GDS), Employee Performance Scale (EPS), and Work Overload Scale (WOS), with Cronbach Alpha values of 0.80, 0.76, and 0.89, respectively. The researcher obtained informed consent from participants, administered the questionnaires, and retrieved them. Data analysis was conducted using two-way analysis of variance (ANOVA) to examine the relationships between the independent variables (gender discrimination and work overload) and the dependent variable (employee performance).

Result

Hypothesis one

Gender discrimination would have a significant influence on employee performance

Table 1: Influence of Gender discrimination on Employee Performance

Gender Discrimination	df	F	SIGNIFICANCE
	24	1.047	0.40

Table 1 shows that gender discrimination does not have a significant influence on employee performance F (1.047), df (24,236), p= 0.40>0.05.

Hypothesis two
Work overload would have a significant influence on employee performance.
Table 2: Influence of work overload on employee performance

Work Overload	df	F	Significance
24	1.54	0.05	

Table 2 shows that work overload has a significant influence on employee performance F (1.54), df (24,236), p= 0.05

Hypothesis three
There would be a significant main interaction between gender discrimination, work overload and employee performance.
Table 3: Significant main interaction between gender discrimination, work overload and employee performance.

Interactive Effect	df	F	Significance
	105	1.416	0.05

Table 3 shows that there exists a significant interactive effect between gender discrimination, work overload and employee performance F (1.416), df (105,236), p= 0.05.

Discussion
The study found that gender discrimination does not significantly affect employee performance, consistent with Omoh (2015). However, work overload was found to have a significant impact on employee performance, aligning with Fonkeng (2018). Additionally, a significant interaction effect was observed between gender discrimination, work overload, and employee performance, emphasizing the need for gender tolerance and considerate job placement (Ekwoaba et al., 2016; Jayadev Babu Divakar, 2015; Iqbal et al., 2015). References: Ekwoaba, J. O., Anyim, F. C., & Olusanya, O. (2016). Fonkeng, C. (2018). Iqbal, N., Ijaz, M., Latif, F., & Mushtaq, M. (2015). Jayadev Babu Divakar. (2015). Omoh, G. (2015).

Recommendation

The researcher recommends that transformational leadership should be adopted in organisations because with this, gender discrimination will be avoided which will enhance better productivity, creativity and team work. More so, the researcher recommends that management staff of organizations should learn to reduce work overload so that workers will not experience massive burnout because with work overload, there will be poor sense of judgement, faulty cognition and incoherence which will lead to poor performance.

Conclusion

The study assessed the effect of gender discrimination and work overload on employee performance. The study indicates that gender discrimination does not have a significant effect on employee performance, the study also shows that work overload mitigates employee performance. Thus, the study concludes on the note that management staff of organization should develop strategies to avoid overloading workers and discriminating of workers base on primordial sentiments. By so doing employee performance will be improved upon.

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