

Gender Discrimination in Employment: A Comparative Study of Public & Private Sectors of Pakistan

¹Zahid Ali Channar and ²Prof Dr Iqbal.A. Panhawar

¹HEC (Higher Education Commission) Scholar for PhD in Management Sciences, Isra University, Hyderabad, Sindh, Pakistan.

²Professor & Pro-Vice Chancellor, University of Sindh, Jamshoro, Pakistan.

Abstract: Equal Employment Opportunity (EEO) is the consequence of legal environment for Human Resources Management (HRM), which was created by law. Every major activity of HRM is affected by EEO laws. One of the tools of managing diversity is an Equal Employment Opportunity. EEO is a condition in which all individuals have an equal chance of employment regardless of their race, color, sex and religion. EEO prohibits all forms of employment discrimination. Affirmative Action (AA) is an action taken to overcome the effects of past or present practices, policies or other barriers to EEO. If EEO is not acted upon properly, it will result in "Gender Discrimination". This research paper examines Gender Discrimination in public and private organizations of health and education departments of districts Hyderabad and Jamshoro. Secondary source of data is used to collect data from health and education departments. Gender Discrimination in employment is assessed through Chi-square goodness-of-fit test. The results show that females are discriminated more than males in employment, and this discrimination prevails more in public sector than in private sector. The reasons for this problem are explored and some suggestions are made for providing equal employment opportunities to females.

Key words:

INTRODUCTION

Equal Employment Opportunity (EEO) was the consequence of amendment in the United States' Civil Rights Act of 1962. This amendment was passed by the Congress in 1972 (John, M. Ivancevich, 2004). It prohibits all forms of employment discrimination based on race, religion, color, sex or national origins. There are three main factors that led to the development of EEO (Habib, Zafarullah, 2000):

- i:- Changes in societal values
- ii:- The economic status of the women and minorities, and
- iii:- The emerging role of the government regulations.

One of the tools of managing diversity is an Equal Employment Opportunity (EEO). EEO is the condition in which all individuals have an equal chance for employment, regardless of their race, color, sex and religion (www.wikipedia.com). EEO prohibits all forms of employment discrimination. Every major activity of HRM is affected by EEO laws. The process by which employers recruit, hire, evaluate, promote, monitor, lay off and terminate employees can fall under EEOs legislation (Wayne, F. Casico, 1995).

EEO implies two things (Cotter, D.A., 2005):

- A: -Evaluation of candidates for jobs in terms of characteristics that really do make a difference between success and failure (e.g., in selection, promotion, performance appraisal and lay off).
- B: -Fair and equal treatment of employees on the job (e.g., equal pay for equal work, equal benefits, freedom from sexual harassment).

EEO simply means that individuals should be given an equal opportunity in employment decisions; it does not mean preferential treatment for one individual over other because of race, sex, color, religion, national origin, age or disability (David, A.D. 1998).

Corresponding Author: Zahid Ali Channar, HEC (Higher Education Commission) Scholar for PhD in Management Sciences, Isra University, Hyderabad, Sindh, Pakistan.

Societal Values and EEO:

EEO increases the economic welfare of individuals, society and country (Zia Ullah, 2008). If EEO is not properly acted upon, it adds to such social problems as poverty, crime, high taxes, and civic disorder; which also hurt the business community, society and country (John, M. Ivancevich, 2004). As a society, we espouse equality of opportunity, rather than equality of outcomes. That is, the broad goal is to provide for all citizens of the country, regardless of race, age, gender, religion, national origin, or disability, an equal opportunity to compete for the jobs for which they are qualified (Rosefed, R.A., A.L. Kallerberg, 1990). The objective, therefore, is EEO, not EE (Equal Employment, or equal number of employees from various sub groups). With this we can achieve the nation's goals of equality of opportunity, full participation, independent living, and economic reliance (Wayne, F. Casico, 1995).

Affirmative Action (AA):

Affirmative Action refers to actions taken to overcome the effects of past or present practices, policies or other barriers to EEO (Nick, Forster, 1999). It is the first step that gives managers the opportunity to correct imbalances, injustices and past mistakes. It ensures that the representation of each protected group in the workforce is proportional to its representation in the relevant labor market (Wayne, F. Casico, 1995). Organizations use AA programs to avoid discrimination by increasing the representation of the minorities. In its original form, affirmative action meant as taking extra effort to attract and retain minority employees (Habib, Zafarullah, 2000). The most controversial interpretation of affirmative action is that it grants special treatment to some individuals to the detriment of others. The legality of the special treatment depends in part on whether AA is involuntary (mandated by law or court orders) or voluntary (John, M. Ivancevich, 2004).

Gender Discrimination:

No law has ever attempted to define precisely the term 'discrimination', in the context of employment, it can be defined as the giving of an unfair advantage (or disadvantage) to the members of the particular group in comparison to the members of other group (Ackler, J., 1990). The disadvantage usually results in the denial or restriction of employment opportunities, or in an inequality in the terms of benefits of employment. Discrimination is a subtle and complex phenomenon that may assume two broad forms (Wayne, F. Casico, 1995):

1. Unequal (Disparate) Treatment: This is an intentional discrimination treatment. For example, it would include hiring or promoting one person over an equally qualified person because of the individual's race, sex etc; or paying a male more than a female to perform the same job.
2. Adverse Impact: It is a consequence of an employment practice (application of identical standards for every one) that results in a greater rejection rate for a minority group than it does for the majority group in the occupation. This concept results from a seemingly neutral, even unintentional employment practice consequence (David, A.D. 1998). For example, police department's same requirement of height and weight for both males and females.

Interpreting title VII of the 1964 Civil Rights Act and other laws, the United States' courts have held that both intentional (disparate treatment) and unintentional (disparate impact) acts of covered entities may constitute illegal employment discrimination (John, M. Ivancevich, 2004).

Statement of the Problem:

Discrimination in employment on one side negates the EEO laws, which will adversely affect the HRM practices; on the other side denies the equity, social justice and the exercise of basic human rights, which will result in the less development.

Objectives of the Study:

1. To examine the employment in Public & Private organizations.
2. To assess the gender discrimination in employment.
3. To propose practices to help provide equal employment opportunities to females.

Hypothesis:

Gender Discrimination in Employment prevails more in public sector than in private sector.

Scope of the Study:

This research was conducted to assess gender discrimination in employment in Public and Private

organizations of Hyderabad and Jamshoro districts. Health and Education departments were taken from each of the above sectors. The parameter of this study was Employment.

Research Methodology:

This research on degree of crystallization is a ‘Formalized study’, as it has a much more structure and begins with hypotheses. On topical scope, this study is “statistical study”, as it measures gender discrimination at one point and the ongoing processes and interrelations are inferred through statistical findings. On the basis of Nature of Relationship among Variables, this research is a descriptive research, because this research is mostly concerned with finding out who, what, where, when and how much of gender discrimination.

Universe:

The universe of this study is a finite one. The “content” of population in this research is “All employees, both public and private, of education and health departments. The “Extent” of population for this research is “Hyderabad and Jamshoro Districts” and “Time” is “December 2008”.

Data Collection:

Secondary data was collected from the internal sources of Directorate of Colleges Hyderabad, Executive District Officer (EDO) Education Hyderabad, EDO Health Hyderabad, EDO Education Jamshoro, and EDO Health Jamshoro.

Discrimination in Employment in Public Organizations:

Data presented in table I is extracted from internal sources of EDO (Health) Office, Hyderabad, EDO (Education) Office Hyderabad, EDO (Health) Office, Jamshoro, EDO (Education) Office, Jamshoro.

Table I: Number of employees in public & private organizations of health & education departments

Department	Male employees	Female employees	Total employees
Public, health, (Hyderabad)	867	379	1246
Private, health(Hyderabad)	891	490	1381
Public, education(Hyderabad)	4393	4459	8852
Private, education (Hyderabad)	1878	4225	6103
Public, health(jamshoro)	157	32	189
Private, health, (jamshoro)	440	115	555
Public, education(jamshoro)	2106	690	2796
Private, education (Jamshoro)	950	1303	2253

Source: EDO (Health) Office, Hyderabad, EDO (Education) Office Hyderabad, EDO (Health) Office, Jamshoro, EDO (Education) Office, Jamshoro

Health Department, District Hyderabad:

Table II: No. of male & female employees in health department of district Hyderabad

	Male Employees	Female Employees	Total Employees
Observed Frequency	867	379	1246
Expected Frequency	748	498	1246

Here we consider the expected frequency for males and females 60 percent and 40 percent, respectively.

$$\begin{aligned} \chi^2 &= \sum \frac{(O_i - E_i)^2}{E_i} = \frac{(867 - 748)^2}{748} + \frac{(379 - 498)^2}{498} \\ &= \frac{(119)^2}{748} + \frac{(-119)^2}{498} = \frac{14161}{748} + \frac{14161}{498} \\ &= 18.931 + 28.435 \\ &= 47.366 \end{aligned}$$

Number of degrees of freedom is (number of categories k), in which variable under consideration is divided. Here variable is ‘employment’ and it is divided into two categories i.e., male and female. Therefore the degree/s of freedom is/are:

K – 1,

2-1 = 1

We test at $\alpha = .05$ (5 % of level of significance), the critical value of χ^2 , with one degree of freedom is 3.84 (from table of χ^2 distribution).

As the actual (computed) statistic (equal to 47.366) is greater than the critical value, we conclude that females are discriminated in employment in government health sector of district Hyderabad.

Health Department, District Jamshoro:

Table III: No: of male & female employees in health department of district Jamshoro

	Male Employees	Female Employees	Total Employees
Observed Frequency	157	32	189
Expected Frequency	113	76	189

Here we consider the expected frequency for males and females 60 percent and 40 percent, respectively.

$$\begin{aligned} \chi^2 &= \sum \frac{(O_i - E_i)^2}{E_i} = \frac{(157-113)^2}{113} + \frac{(32-76)^2}{76} \\ &= \frac{(44)^2}{113} + \frac{(-44)^2}{76} = \frac{1936}{113} + \frac{1936}{76} \\ &= 17.132 + 25.473 \\ &= 42.605 \end{aligned}$$

Here variable under consideration is ‘employment’, which is divided into two categories i.e., male and female. Therefore the degree/s of freedom is/are:

$$K - 1, \quad 2-1 = 1$$

We test at $\alpha = .05$ (5 % of level of significance), the critical value of χ^2 , with one degree of freedom is 3.84 (from table of χ^2 distribution).

As the actual (computed) statistic (equal to 42.605) is greater than the critical value, we conclude that females are discriminated in employment in government health sector of district Jamshoro.

Education Department, District Hyderabad:

Table IV: No: of male & female employees in education department of district Hyderabad

	Male Employees	Female Employees	Total Employees
Observed Frequency	4393	4459	8852
Expected Frequency	4426	4426	8852

As here the number of females is more than the males, therefore we consider the expected frequency at 50 percent for each sex.

$$\begin{aligned} \chi^2 &= \sum \frac{(O_i - E_i)^2}{E_i} = \frac{(4393-4426)^2}{4426} + \frac{(4459-4426)^2}{4426} \\ &= \frac{(-33)^2}{4426} + \frac{(33)^2}{4426} = \frac{1089}{4426} + \frac{1089}{4426} \\ &= 0.246 + 0.246 \\ &= 0.492 \end{aligned}$$

Here also variable under consideration is ‘employment’, which is divided into two categories i.e., male and female. Therefore the degree/s of freedom is/are:

$$K - 1, \quad 2-1 = 1$$

We test at $\alpha = .05$ (5 % of level of significance), the critical value of χ^2 , with one degree of freedom is 3.84 (from table of χ^2 distribution).

As the actual (computed) statistic (equal to 0.492) is less than the critical value, we conclude that females are not discriminated in employment in government education sector of district Hyderabad.

Education Department, District Jamshoro:

Table V: No: of male & female employees in education department of district Jamshoro

	Male Employees	Female Employees	Total Employees
Observed Frequency	2106	690	2796
Expected Frequency	1678	1118	2796

Here we consider the expected frequency for males and females 60 percent and 40 percent, respectively.

$$\begin{aligned} \chi^2 &= \sum \frac{(O_i - E_i)^2}{E_i} = \frac{(2106-1678)^2}{1678} + \frac{(690-1118)^2}{1118} \\ &= \frac{(428)^2}{1678} + \frac{(-428)^2}{1118} = \frac{183184}{1678} + \frac{183184}{1118} \\ &= 109.168 + 163.84 \\ &= 273.017 \end{aligned}$$

Here again variable under consideration is ‘employment’ and it is divided into two categories i.e., male and female. Therefore the degree/s of freedom is/are:

$$K - 1, \quad 2-1 = 1$$

We test at $\alpha = .05$ (5 % of level of significance), the critical value of χ^2 , with one degree of freedom is 3.84 (from table of χ^2 distribution).

As the actual (computed) statistic (equal to 273.017) is greater than the critical value, we conclude that females are discriminated much in employment in government education sector of district Jamshoro.

Discrimination in Employment in private organizations:

Data presented in table VI, VII, VIII and IX is taken from table I. Data presented in table I was extracted from internal sources of EDO (Health) Office, Hyderabad, EDO (Education) Office Hyderabad, EDO (Health) Office, Jamshoro, EDO (Education) Office, Jamshoro.

Health Department, District Hyderabad:

Table VI: No: of male & female employees in health department of district Hyderabad

	Male Employees	Female Employees	Total Employees
Observed Frequency	891	490	1381
Expected Frequency	829	552	1381

Here we consider the expected frequency for males and females 60 percent and 40 percent, respectively.

$$\begin{aligned} \chi^2 &= \sum \frac{(O_i - E_i)^2}{E_i} = \frac{(891-829)^2}{829} + \frac{(490-552)^2}{552} \\ &= \frac{(62)^2}{829} + \frac{(-62)^2}{552} = \frac{3844}{829} + \frac{3844}{552} \\ &= 4.636 + 6.963 \\ &= 11.599 \end{aligned}$$

Number of degrees of freedom is (number of categories k), in which variable under consideration is divided. Here variable is ‘employment’ and it is divided into two categories i.e., male and female. Therefore the degree/s of freedom is/are:

$$K - 1, \quad 2-1 = 1$$

We test at $\alpha = .05$ (5 % of level of significance), the critical value of χ^2 , with one degree of freedom is 3.84 (from table of χ^2 distribution).

As the actual (computed) statistic (equal to 11.599) is greater than the critical value, we conclude that females are discriminated in employment in private health sector of district Hyderabad.

Health Department, District Jamshoro:

Table VII: No. of male & female employees in health department of district Jamshoro

	Male Employees	Female Employees	Total Employees
Observed Frequency	440	115	555
Expected Frequency	333	222	555

Here we consider the expected frequency for males and females 60 percent and 40 percent, respectively.

$$\begin{aligned} \chi^2 &= \sum \frac{(O_i - E_i)^2}{E_i} = \frac{(440-333)^2}{333} + \frac{(115-222)^2}{222} \\ &= \frac{(107)^2}{333} + \frac{(-107)^2}{222} = \frac{11449}{333} + \frac{11449}{222} \\ &= 34.381 + 51.57 \\ &= 85.953 \end{aligned}$$

Here variable under consideration is ‘employment’ and it is divided into two categories i.e., male and female. Therefore the degree/s of freedom is/are:

$$K - 1, \quad 2-1 = 1$$

We test at $\alpha = .05$ (5 % of level of significance), the critical value of χ^2 , with one degree of freedom is 3.84 (from table of χ^2 distribution).

As the actual (computed) statistic (equal to 85.953) is greater than the critical value, we conclude that females are discriminated in employment in private health sector of district Jamshoro.

Education Department, District Hyderabad:

Table VIII: No. of male & female employees in education department of district Hyderabad

	Male Employees	Female Employees	Total Employees
Observed Frequency	1878	4225	6103
Expected Frequency	3051.5	3051.5	6103

As here the number of females is more than the males, therefore we consider the expected frequency at 50 percent for each sex.

$$\begin{aligned} \chi^2 &= \sum \frac{(O_i - E_i)^2}{E_i} = \frac{(1878-3051.5)^2}{3051.5} + \frac{(4225-3051.5)^2}{3051.5} \\ &= \frac{(-1173.5)^2}{3051.5} + \frac{(1173.5)^2}{3051.5} = \frac{1377102.3}{3051.5} + \frac{1377102.3}{3051.5} \\ &= 451.286 + 451.286 \\ &= 902.572 \end{aligned}$$

Number of degrees of freedom is (number of categories k), in which variable under consideration is divided. Here variable is ‘employment’ and it is divided into two categories i.e., male and female. Therefore the degree/s of freedom is/are:

$$K - 1, \quad 2-1 = 1$$

We test at $\alpha = .05$ (5 % of level of significance), the critical value of χ^2 , with one degree of freedom is 3.84 (from table of χ^2 distribution).

The actual (computed) statistic (equal to 902.572) is very much greater than the critical value. This indicates that there is reverse gender discrimination i.e., males are discriminated very much in employment in private education sector of district Hyderabad.

Education Department, District Jamshoro:

Table IX: No. of male & female employees in education department of district Jamshoro

	Male Employees	Female Employees	Total Employees
Observed Frequency	950	1303	2253
Expected Frequency	1126.5	1126.5	2253

As here the number of females is more than the males, therefore we consider the expected frequency at 50 percent for each sex.

$$\begin{aligned} \chi^2 &= \sum \frac{(O_i - E_i)^2}{E_i} = \frac{(950 - 1126.5)^2}{1126.5} + \frac{(1303 - 1126.5)^2}{1126.5} \\ &= \frac{(-176.5)^2}{1126.5} + \frac{(176.5)^2}{1126.5} = \frac{31152.25}{1126.5} + \frac{31152.25}{1126.5} \\ &= 27.65 + 27.65 \\ &= 55.304 \end{aligned}$$

Variable under consideration here is ‘employment’ and it is divided into two categories i.e., male and female. Therefore the degree/s of freedom is/are:

$$K - 1, \quad 2 - 1 = 1$$

We test at $\alpha = .05$ (5 % of level of significance), the critical value of χ^2 , with one degree of freedom is 3.84 (from table of χ^2 distribution).

The actual (computed) statistic (equal to 55.304) is greater than the critical value. Here again there is a reverse discrimination i.e., males are discriminated in employment in private education sector of district Jamshoro.

RESULTS & DISCUSSIONS

Our analysis begins with the basic issue – discrimination against women in employment. In Hypothesis, we predicted that “females are discriminated more than males in employment in public sector than in private sector”. This discrimination was measured through Chi-square goodness of Fit test. The results of the test for public health department of district Hyderabad were, $\chi = 47.366$ at 5 % of significance level [which is more than the critical value of χ at one degree of freedom (3.84)], which meant that females were discriminated more than males in employment. The results of the test for public education department of district Hyderabad were, $\chi = 0.492$ at 5 % of significance level [which is less than the critical value of χ at one degree of freedom (3.84)], which meant that females were not discriminated more than males in employment. The results of the test for public health department of district Jamshoro were, $\chi = 42.603$ at 5 % of significance level [which is more than the critical value of χ at one degree of freedom (3.84)], which meant that females were discriminated more than males in employment. The results of the test for public education department of district Jamshoro were, $\chi = 273.009$ at 5 % of significance level [which is much more than the critical value of χ at one degree of freedom (3.84)], which meant that females were discriminated more than males in employment.

The results of the test for private health department of district Hyderabad were, $\chi = 11.56$ at 5 % of significance level [which is more than the critical value of χ at one degree of freedom (3.84)], which meant that females were discriminated more than males in employment. The results of the test for private education department of district Hyderabad were, $\chi = 902.5$ at 5 % of significance level [which is more than the critical value of χ at one degree of freedom (3.84)], Here it was statistically proved that males are discriminated much more than females in employment. The results of the test for private health department of district Jamshoro were, $\chi = 85.94$ at 5 % of significance level [which is more than the critical value of χ at one degree of freedom (3.84)], which meant that females were discriminated more than males in employment. The results of the test for private education department of district Jamshoro were, $\chi = 353$ at 5 % of significance level [which is much more than the critical value of χ at one degree of freedom (3.84)], Here again there was a reverse discrimination i.e., males were discriminated much more than females in employment.

From above analysis it is clear that out of four different public departments, there was discrimination against females in three departments; and out of four private departments, there was discrimination against females in two departments. Hence we reject the null hypothesis and accept the alternative hypothesis:

H_0 : Females are not discriminated more than males in employment in public organizations than private organizations.

H_A : Females are discriminated more than males in employment in public organizations than private organizations.

Conclusions:

From the statistical analysis presented above and the subsequent intensive discussions, the study identifies the following as the most significant conclusions.

It was found that females were discriminated more than males in employment, more in public sector than in private sector. However, in the education department of private sector there was no significant discrimination against females, rather there was reverse gender discrimination in the private education department of district Hyderabad.

Recommendations:

In the light of the results of the present study, the research suggests following recommendations for reducing gender discrimination against females and providing them equal chances at the work place.

1. The constitution of the Pakistan guarantees equal rights to all its citizens and so many laws guarantee equal chances of employment to both sexes; but neither government nor private organizations are acting upon those laws. Therefore a committee comprising of Judges; Experts of HRM; Representative of ministry of Women Development, Media, Non-Government Organizations(NGOs), Civil society and Human Rights Commission of Pakistan (HRCPC), should be Constituted to inspect and investigate the matters of gender discrimination in work force.
2. Government through media must start a mass awareness campaign on gender discrimination in employment. Especially the female employees must be informed about their rights and privileges.
3. NGOs should also come forward and highlight the cases of gender discrimination and help and support the victimized female employees in getting justice.
4. Government should compel both public and private organizations to prepare annual reports regarding their human resource development. In that report they show how many male and female employees were appointed in the last year, what is the proportion of male and female employees in their total employment,
5. Acting on the Affirmative Action (AA), government must appoint the females in each organization with the right proportion of their availability in the labor market and thus correct the past number mistake in employment.

REFERENCES

- Ackler, J., 1990. Hierarchies, jobs, bodies: A Theory of Gendered Organizations. *Gender and Society*, 4(2): 139-158.
- Cotter, D.A., J.G. Hermson, S. Ovadia, R. Vannerman, 2001. The Glass Ceiling Effect. *Social Forces*, 80(2): 655-681.
- David, A.D. De Cenzo, Stephen, P. Robbins, 1998. *Human Resource Management*, 5th ed., John Wiley & Sons, New York.
- Habib, Zafarullah, 2000. Through the Brick Wall and the Glass Ceiling: Women in the Civil Services in Bangladesh. *Gender, Work and Organization*, 7(3): 197-209.
- John, M. Ivancevich, 2004. *Human Resource Management*, 9th ed., McGraw hill, 5-92.
- Nick, Forster, 1999. Another 'Glass Ceiling'?: The Experiences of Women Professionals and Managers on International Assignments, *Gender, Work and Organization*, Blackwell publishers Ltd., 6(2): 79-89.
- Rosefed, R.A., A.L. Kallerberg, 1990. A Cross National Comparison of the Gender Gap in the Income. *American Journal of Sociology*, 96(1): 69-106.
- www.wikipedia.com ;" Equal Opportunity Employment".
- Wayne, F. Casico, 1995. *Managing Human Resource, Productivity, Quality of work life, Profits*, McGraw hill Internationals.
- Zia Uallah, 2008. Workforce Management Challenges for Contemporary HR Managers: Review of Workforce Diversity and Employee Empowerment, *Pak Management Review*, XLV(1): 25-33.