

# The Impact of Gender-Based Human Resource Practices on Employee Performance: An Empirical Analysis

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Received: March 6, 2022

Accepted: April 17, 2022

Online Published: May 12, 2022

doi:10.5539/ijbm.v17n6p1

URL: <https://doi.org/10.5539/ijbm.v17n6p1>

## Abstract

Employee executes precarious responsibilities for the subsistence of the organisation unrelatedly to any gender differences. Management seems to be more than it has ever been at the centre of handling workforce diversity as they structure their businesses to meet rapidly changing business needs and individual expectations. Indeed, corporate leaders who want to improve labour productivity think about workforce diversity. It is because they regard diversity as a massive corporate concern whose limitations have a consequence on their employee performance, firm's growth and profitability. This study looks at five different aspects of gender discrimination: hiring/recruitment discrimination, training & Development discrimination, Provision of goods and Facilities discrimination, retention discrimination, and Promotion discrimination.

261 telecom industry employees in the UAE collected data better to understand the consequences of gender-based human resource practices on employee performance. The data was analysed, and hypothesis testing was done using linear regression. The theoretical model and hypothesis were tested using SPSS version 22. According to the findings, discrimination based on gender has a substantial impact on employee performance. This empirical evidence offers Human Resource researchers and managers advice for preventing discriminatory practices that negatively impact employee performance.

**Keywords:** gender-based human resource practices, UAE, employee performance

## 1. Introduction

Gender difficulties relating to male and female differences were identified in the 1950s, but they were highlighted as an essential topic in management and organisational studies between the 1980s and 1990s. Discrimination based on gender is when people are alleviated inversely due to their sexual category.

Gender discrimination can manifest itself in various ways, including hiring, income and earnings, promotion, training and development, employee retention, and the imbalance in facilities available to different genders. This research is helpful for firms where female employees are discriminated against due to a lack of gender awareness and orientation and how this affects their performance. Fair HRM practices must be employed throughout an employee's entire career, from hiring to retirement (Elsawy & Elbadawi, 2021). An organisation must recognise the value of women and adhere to equal representation in all aspects of its operations, including income or wage distribution, advancement, leadership, and authority. Top management should avoid such prejudice because it may jeopardise their survival.

## 2. Literature Review

Although gender differences were initially detected in the 1950s, inequalities had become a contentious issue in strategy and operational research in the 1980s and 1990s. Several studies have used the time delay between such two stages to find gender effects. Konrad and his colleagues (1998) focused on women working in cisgendered industries. They mainly concentrated on the issue of women in cisgendered businesses. Neither state on the earth has thus far helped to eliminate bias and narrow the gender gap. The workforce market is divided laterally and vertically regarding male and female bias, including variable compensation and benefits for male and female

workers. Different recruiting criteria apply to male and female employees (Konrad et al., 1988)

Teigen (1999) wanted to find out if gender-based employment practices exist. How are applicants' gender preferences influenced in the recruiting and selection process, whether directly or indirectly? The personnel in charge of employment reacted that hiring is grounded on personal suitability, ultimately illusory the reach authorities (Teigen, 1999).

The bond between the individual and the organisation, thus according to Petersen and Thea (2006), seems to be the weakest visible aspect of the recruiting process. Hiring authorities are highly aware of and identify gender bias in recruiting. When hiring a man or a woman, they use their time wisely and consider all merits and drawbacks. What are the ramifications of discrimination based on gender? Quantitative research is something they do (Petersen & Thea, 2006).

### *2.1 Gender Discrimination in HRM*

According to Cascio (2015), no law would have ever sought to clarify discrimination explicitly. Still, it can be characterised in the workplace as giving an upper hand (or detriment) to individuals or groups versus representatives of some other (Cascio, 2015).

Gender discrimination was highlighted in the 1950s, but it was not regarded as the most critical issue until the 1980s and 1990s. Inside that establishment, which men would have dominated would have overlooked, women's interests were prioritised. Gender discrimination appears in many facets of administration, notably pay, advancement, involvement, and judgement call. A high proportion of personnel is affected by inappropriate struggles and issues based on gender. As nothing more than a consequence, this research aims to investigate the elements that contribute to gender discrimination in the workplace (Abbas et al., 2011; Channar et al., 2011).

According to research, women face discrimination in human resource management practices since their employers believe they prioritize their home responsibilities above their employment, Women have been shown to encounter gender-biased work settings, whether covert or overt, not just in underdeveloped countries but also in wealthy countries (Azra et al., 2019).

Furthermore, the research revealed that organizational policies and practices are heavily influenced by socially and culturally mandated structures that call into question women's abilities, capabilities, and suitability for organizational work, resulting in an unconscious bias against them in the following HRM practices: compensation, training, career advancement, appraisals, and task assignment across workplaces (Azra et al., 2019).

### *2.2 Recruitment*

According to Opatha (2010), recruiting is the practice of hiring competent and experienced applicants to find job openings inside an organisation. A company uses a series of activities to acquire job candidates with the necessary abilities and capabilities. The system generates many candidates for a firm's job openings, known as recruitment (Opatha, 2010).

Scholars found a positive effect between recruiting, and business performance and employee performance, the essential purpose of recruitment is to craft a pool of suitably experienced candidates to support the selection of the most acceptable candidates for the organisation, whereas the primary purpose of the selection process is to choose the right candidate to fill the various positions in the organisation (Gamage, 2014; Goza et al., 2021; Syed & Jamal, 2012)

H1: Gender discrimination in recruitment has a significant negative impact on employee performance.

### *2.3 Training & Development*

The knowledge acquired, abilities, methodologies, and processes focus on training and development. This needs human resource management consultants to develop the staff from the start of the hiring manager. This is challenging, though, just because a few occupations require ability customisation, and therefore not many new staff members acquire social graces in addition to basic skills. Human resource experts must create programmes to overcome the skills mismatch and insufficiency (Sims, 2006).

Establishing the organisation is critical to the survival and well-being of modern businesses. Companies use human capital management to build in their internal customers or employees regularly. A feeling of entitlement is also essential, which needs HR professionals devising strategies to make sure great intellect, capabilities, and expertise rest within the personnel. This would be a lifelong pursuit whereby exist to guide, particularly human resource departments, to engage and organisational aid members in growing overall capabilities continually (Sims, 2006). Practice is also required when a person has been adequately coached. The course has two

characteristics: active practice and overlearning. The learners can either complete the activity again or apply how much they've learned using active learning. (Abbas et al., 2011; Channar et al., 2011; Sims, 1990).

Tlaiss and Dirani (2015) investigated the lack of professional training available to female managers in Lebanon and demonstrated how a gender-biased culture influences their workplace learning (Tlaiss & Kauser, 2015).

**H2:** Gender discrimination in Training & Development has a significant negative impact on employee performance

#### *2.4 Provision of Goods and Facilities*

Adequate work facilities and inadequate circumstances that are well kept will aid in the smooth running of an organisation's operations. One of the motivators for labour is to provide complete amenities (Haynes, 2008). A high-performing employee can aid in attaining the organisation's goals and objectives. Work facilities are required for achieving these goals. A working facility is anything that serves as a supporting facility for various business activities in the form of tangible items that can be used in the daily operations of a firm. This work facility will provide benefits in the future, and its age or usable life is long. Employees will work more productively if work facilities are used as a tool or means to help them fulfil their tasks more readily (Roelofsen, 2002).

Without a work tool, an employee or worker will be unable to do the tasks allocated to him. The higher the degree of employee performance at work, the better the work facilities. Performance can be defined as an employee's work, regardless of the results, whether appropriately or poorly or adequately interpreted, or the high and low impacts of one's labour. Employees can perform their duties more effectively in a comfortable work environment. Work facilities are physical goods and facilities that support corporate activities and are used in normal corporate activities. They have a relatively long functional life and provide future benefits (Daraba et al., 2018).

Work facilities are a means, vehicle, or tool used to facilitate the company's activities and the welfare of employees so that they can do their jobs properly. A person's or a group of people's performance is the outcome of their labour in an organisation. Performance is a term that is often used to track the output of human resources, both in terms of production and goods and services. Similarly, the satisfaction of a successful performance is an intrinsic reward (Haynes, 2008).

**H3:** Gender discrimination in the provision of goods and Facilities has a significant negative impact on employee performance

#### *2.5 Employee Retention*

According to Irshad and Afridi (2011), the key elements affecting employee retention are based on numerous factors from human resource management and their ability to play an essential role in managing and controlling employee retention. The first is to make sure that "employee personal value fits with the work," which means that the employee's skills, knowledge, and ability are matched to the projected job description. The second issue is "pay," which is crucial in attracting and keeping good personnel. Especially those employees that excel at their jobs or have unique abilities. Because businesses have typically invested considerably in the training and orientation of their staff, these skills are vital to them. The third aspect is "rewards," which refers to everything corporations provide to their employees in exchange for their projected work performance. The fourth aspect is "training and career development," which indicates that the organisation must provide training sessions to employees to improve future revenue. The fifth aspect is "career progression prospects," which refers to any deliberate effort to balance work and business needs. The sixth component is "supervisor support," which implies a positive supervisor-employee connection and is essential for staff retention. Employee retention is less likely in an organisation if the relationship is terrible. The seventh component is "work environment," which refers to how individuals prefer to work and stay in organisations that provide a favourable work environment where they feel valued and capable of increasing productivity. The final factor is "organisational justice," which refers to the company's ethical treatment of employees.

Employee retention is in the end, the main goal for all firms because attracting qualified individuals with potential is critical for every business. However, retention is more crucial than recruitment because the firm will spend more time training the new employee. Research shows that replacing an old employee with a new one can cost up to twice as much as the previous employee's annual wage (Alshurideh, 2019; Irshad & Afridi, 2011).

Employee retention is a recurring agenda item in the organisation, requiring all the organisation's collective efforts to keep the best available labourer (Karatepe, 2016). Researchers have expressed interest in this issue by pointing out that some managers have either ignored or sought to solve the problem of staff retention with little

success. Employees will stay with a company if offered a combination of retention methods that make leaving that organisation seem less desirable than staying in the existing one (Robinson et al., 2019).

The expense of maintaining an employee versus drawing new personnel in these firms has become increasingly recognised by the leadership of these organisations (Guilding et al., 2014). Employees that are pleased and content with their jobs, according to Denton and Maatgi (2016), are more dedicated to their work and always strive to increase their organisation's customer satisfaction for the betterment of the organisation. Satisfied customers are more likely to make repeat purchases; retaining staff leads to customer retention (Denton & Maatgi, 2016). According to Stauss (2001), employee retention is a more prominent notion that includes consumer identification, liking, commitment, creating trust in the business, and, lastly, recurring purchases from the firm (Stauss et al., 2001)

**H4:** Gender discrimination in employee retention has a significant negative impact on employee performance

#### *2.6 Promotion*

Scholars across the scientific community reported that female employees sometimes experience discrimination in their job progression. For instance, Shankar (2008) found that professional female employees were clustered mostly at the entry and middle levels, rather than at the top (Shanker, 2008). Jain and Mukherjee (2010) discovered that gender preconceptions impact the appraisal of female employees at work and prevent them from advancing (Jain & Mukherji, 2010). Similarly, Gberefie and his colleagues (2014) found that gender stereotypes, societal attitudes, and male counterpart behaviour all contribute to women's difficulties in advancing to higher positions (Gberefie et al., 2014).

Promotion programmes are designed to provide managing experience at a higher structural level. The phenomena in some organisations where promotion is occasionally implemented are not based on professional ethics and imposed objective conditions. Sometimes, the position offered does not match the candidate's competence or educational background. Every employee plays a significant part in job advancement (Gürtler & Gürtler, 2019).

Even if it's a fantasy that you've been waiting for. Employees who can be upgraded founded on the rule of impartiality and neutrality will be motivated to perform more, be even more passionate, dedicated, and produce results. It will assist the organisation in achieving its objectives. Organisations require top individuals, and employees deserve constructive criticism to guide future efforts. Employees who feel valued, attended to, desired, and appreciated by the respective organisation's job talents are more likely to produce higher and improve the organisation's morale (Bellemore, 2001).

According to research done by Gilmore (2022), the promotion variable directly influences employee performance. Employee training programmes that increase employee performance just so the company may give them a "reward", mostly in promotion, can help people develop their skills and possibilities and advance in their professions. As a result, it is envisaged that employees and organisations would benefit from one another and achieve the established objectives (Gilmore, 2022).

**H5:** Gender discrimination in Promotion has a significant negative impact on employee performance

#### *2.7 Employee Performance*

Profitability and customer service delivery are linked to performance (Mullins et al., 2016). According to Evans and Lindsay (2014), research demonstrates that organisations can increase profits by retaining 5% more people than their competitors because the cost of hiring new employees is substantially higher than the cost of keeping current employees (Evans & Lindsay, 2014). Performance is a multi-dimensional construct that aims to deliver results closely linked to an organisation's strategic goals (Crook et al., 2005). Any organisation's growth and prosperity are dependent on the health, positive attitude, and retention of its essential workers (Chen, 2015). Employee satisfaction and an organisation's effectiveness are mainly reliant on its ability to retain the finest personnel. According to Bartlett and Ghoshal (2015), every manager should be concerned with motivating employees to stay in the company for a long time. Employees work in various departments within the company, including production, manufacturing, marketing, finance, storage, transportation, and public relations. All of these operations carried out by personnel are linked to the organisation's aim, ultimately linked to the company's success (Bartlett & Ghoshal, 1988).

### **3. Research Objectives**

This research aims to discover how gender-based discrimination affects employee performance. The following are the study's primary goals:

- To study the concept of gender discrimination practices in HRM
- To identify the variables related to gender discrimination practices in HRM
- To propose a conceptual framework linking gender discrimination practices in HRM and their impact on employee performance
- to empirically validate the proposed framework linking gender discrimination practices in HRM and their effect on employee performance

#### 4. Conceptual Framework

Figure 1 depicts the link between Gender-based discrimination and employee performance. The relationship between independent and dependent variables has been illustrated in the figure as follows:

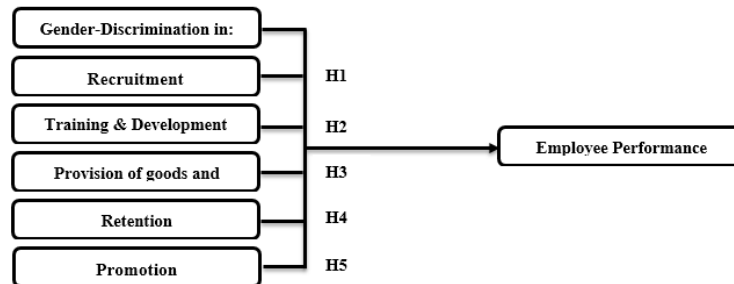


Figure 1. Conceptual framework showing the relationship between Gender-based discrimination and employee performance

#### 5. Research Methodology

The questionnaire has two sections: Respondents were asked about their demographics in the first section. The second section asked about their thoughts on the link between Gender-based discrimination and its impact on their performance. The assertions are rated on a Likert scale of 1 to 5, one denoting strong agreement and 5 indicating strong disagreement.

##### 5.1 Sample Design

The chosen sample was a convenience sample from companies in the UAE's telecommunications industry. There were 321 questionnaires distributed, and 261 were determined to be filled out. The response rate was 81.30 percent on closer inspection, which is considered excellent. The descriptive statistics offer a complete demographic profile of the final sample of 261 respondents from UAE telecom businesses, including male and female respondents.

Table 1. Demographic characteristics: summary statistics of the population

Demographics	Category	Frequency	%	Demographics	Category	Frequency	%
Gender Profile	Male	223	85.4	Marital Status	Married	231	88.5
	Female	38	14.6		Un-Married	30	11.5
Age Profile	21-29 years	35	13.4	Monthly Income	AED.1-5 thousands	67	25.7
	30-39 years	73	28.0		AED.6-10 thousands	91	34.9
	40-49 years	49	18.8		AED.11-15 thousands	73	28.0
	46-55 years	64	24.5		AED. 16-20 thousand	14	5.4
	60 Years and older	40	15.3		More than -AED 20 thousand	16	6.1
Highest Education Level	Diploma/ 10+2	32	12.3	Current Designation	Managers	69	26.4
	Bachelor Degree	68	26.1		Executive	91	34.9
	Master Degree	115	44.1		Supervisors	83	31.8
	Professional Education	46	17.6		Others	18	6.9
Length of Affiliation	1-2 years	57	21.8				
	3-5 years	89	34.1				
	6-10 years	99	37.9				
	11 years and more	16	6.1				

## 6. Results

The data were analysed with SPSS version 22. To establish construct validity and Cronbach alpha to check internal consistency, the study uses the exploratory factor analysis method. The potential associations between the variables were discovered using the regression approach.

PCA (Principal Component Analysis) was used for conforming constructs in the EFA (Exploratory Factor Analysis). Factor loading more than or equal to 0.30 satisfies the lowest threshold, according to Hair et al. (1998); factor loading greater or equal to 0.40 is considered deemed to be relevant, while factor loading greater or equal to 0.50 is considered highly significant. A factor loading of 0.50 was used as a stopping point for this investigation.

Table 2 shows the findings of the factor analysis. KMO A component analysis is beneficial for data if the value is between 0.5 and 1.0. The sphericity test by Bartlett reveals the degree of interdependence between the variables. When determining the test's significance level, researchers can learn the outcome. There are likely significant correlations between the variables when the values are minimal (less than 0.05). If the p-value is larger than .10, the data may not be suitable for factor analysis to be performed on them. They show that factor analysis is appropriate for this set of data. No item had a loading lower than 0.5. Hence all twenty-one items were confirmed for final analysis.

Table 2. Results of exploratory factor analysis

Variable	Factor loadings	KMO Measure of Sample Adequacy (>0.5)	Bartlett's Test of Sphericity Chi-Square	Test of Sig. (<.10)	Items confirmed	Items dropped	Cum % of loading
<b>Discrimination in</b>							
Recruitment -1	.962	.722	1119.3	.00	4	0	72.22
Recruitment -2	.825						
Recruitment -3	.608						
Recruitment -4	.956						
Training & Development -1	.934	.747	935.7	.00	4	0	78.26
Training & Development -2	.801						
Training & Development -3	.876						
Training & Development-4	.923						
Goods & Facilities- 1	.623	.762	987.4	.00	4	0	75.41
Goods & Facilities -2	.952						
Goods & Facilities -3	.908						
Goods & Facilities-4	.948						
Retention-1	.923	.676	657.3	.00	4	0	65.45
Retention -2	.767						
Retention -3	.575						
Retention-4	.920						
Promotion-1	.980	.696	1546.6	.00	3	0	91.26
Promotion -2	.905						
Promotion -3	.979						
Employee Performance-1	.880	.714	295.9	.00	3	0	74.54
Employee Performance -2	.876						
Employee Performance -3	.834						

### 6.1 Reliability Analysis

Computing Cronbach Alpha established the questionnaire's internal consistency to determine its dependability. A lower alpha value is acceptable for new scales, according to Nunally and Bernstein (1994), who recommends using an alpha value as low as 0.60. Otherwise, the requirement of an internally consistent established scale with an alpha value of 0.70 is frequently used. The study's Cronbach's alpha cutoff value is 0.7.

Table 3. Results of the Reliability Examination

#	Independent Variable	Cronbach Alpha
1	Discrimination in Recruitment	.856
2	Discrimination in Training & Development	.905
3	Discrimination in Goods & Facilities	.883
4	Discrimination in Retention	.808
5	Discrimination in Promotion	.951
6	Employee Performance	.828
Overall Reliability of the Questionnaire		.948

The Cronbach's alpha values in table 3 are over the cutoff value of 0.7, which is acceptable. The questionnaire's overall reliability is demonstrated with a Cronbach's alpha value of 0.948.

### 6.2 Correlation Analysis

The correlation matrix has been used to examine how closely variations in the value of one character are linked to variations in the value. To put it another way, it simply aids in explaining the significance of the link between the variables.

Table 4. Correlations analysis

Variables	Recruitment	Training & Development	Goods & Services	Retention	Promotion	Employee Performance
Recruitment	1					
Training & Development	.702**	1				
Goods & Services	.399**	.368**	1			
Retention	.707**	.671**	.371**	1		
Promotion	.337**	.345**	.419**	.461**	1	
Employee Performance	-.106**	-.124**	-.110**	-.121**	-.161**	1

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

The correlation value between "Recruitment" and "Employee Performance" in Table 4 is -.106, indicating a negative but significant association between the two. This means that a 1% rise in discrimination in the "Recruitment" variable results in a 10.6% drop in employee performance. Conversely, the correlation value between "Training & Development" and "Employee Performance" is -.124, indicating that the two variables have a negative but significant relationship.

Moreover, the variable "Employee Performance" is negatively yet statistically connected with the variables "Goods & Services," "Retention," and "Promotion," with correlation values of -.110, -.121, and -.161, respectively. This means that a 1% rise in prejudice in the "Goods & Services," "Retention," and "Promotion" variables will reduce employee performance by 11%, 12.1 %, and 16.1 %, respectively. Promotion has the highest negative link with employee performance, to a certain degree, of the five independent factors.

6.3 Regression Analysis

The dependent and independent variables are subjected to stepwise regression analysis to determine the predictor-criterion relationship. It was done to see if there was a correlation between the independent factors (gender-based discrimination in recruitment, training and development, goods and services, retention and promotion) and the dependent variable (retention and promotion) (Employee Performance).

6.4 Employee Performance as a Dependent Variable

Tables 5a and 5b revealed by regression analysis that five independent variables Recruitment (RCRT), Training & Development (TnD), Goods & Services (GnS), Retention (RTN) and Promotion (PROM) are significantly associated with "Employee Performance (EMPP)".

From Table 5a, R-value actually helps to explain how well the whole model describes the data. In this study, the model explained 34.4% of the data. In the above model, in order to understand the extent to which the variability of the dependent variable is explained by the independent variable, R<sup>2</sup> is used. In this aspect, 11.8 % of the variability of employee performance was explained by the independent variables of Recruitment (RCRT), Training & Development (TnD), Goods & Services (GnS), Retention (RTN) and Promotion (PROM) and the remaining are unknown. Besides these, the standard error of the estimate is 0.677.

Table 5. Model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.344 <sup>a</sup>	.118	.101	.677

Note. a. Predictors: (Constant), Promotion, Retention, Goods & Services, Recruitment, Training & Development.

Table 6. ANOVA Test

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	15.648	5	3.130	6.829	.000 <sup>b</sup>
	Residual	116.860	255	.458		
	Total	132.508	260			

a. Dependent Variable: Employee Performance.

b. Predictors: (Constant), Promotion, Retention, Goods & Services, Recruitment, Training & Development.

The significant p-value can be calculated using the table above. The P-value shows whether the model should be



accepted. We can see that the significance p-value is 0.000, which is less than 0.05 in this case. It signifies that the researcher's model is correct and meets the study's requirements. As a result, the model is important.

Table 7. Coefficients table

Coefficients <sup>a</sup>		Unstandardized Coefficients		Standardized	t	Sig.
Model		B	Std. Error	Coefficients Beta		
1	(Constant)	2.050	.371		5.522	.000
	Recruitment	-.024	.043	-.033	-.558	.002
	Training & Development	-.015	.049	-.018	-.295	.000
	Goods & Services	-.052	.047	-.065	-1.096	.000
	Retention	-.025	.051	-.029	-.490	.001
	Promotion	-.238	.042	-.339	-5.642	.001

Note. a. Dependent Variable: Employee Performance.

The model goes on to explain whether individual independent factors were relevant to understanding employee performance in table 5c above. The presented table has one constant value of 2.050, while the remaining regression coefficients indicate the slope and Y-intercept as -.024, -.015, -.052, -.025 and -.238 correspondingly.

The table demonstrates that as discrimination in promotion increases, employee performance suffers in the opposite direction, and vice versa. It has a p-value of 0.001, which is significantly less than 0.05. When prejudice in the areas of recruitment, training and development, goods and services, and retention grows, employee performance suffers in the opposite direction, and vice versa. Its p values are 0.001 and 0.002, respectively, which are less than 0.05. Gender discrimination has a large and adverse impact on employee performance, according to a regression study.

### 6.5 Test Results for Hypotheses

Within the conceptual framework of the study, an initial set of five hypotheses was put forward and Table 6 shows that four of the items in this category have been approved.

Table 8. Summary of test results for hypotheses

Hy. No.	Independent Variables	to	Dependent Variables	R-Squar e	Beta Coefficient	t-value	Sig Value	Status of Hypotheses
H1	Gender discrimination in recruitment	→	Employee Performance (EMPP)	0.118	-.033	-.558	0.002	Accepted
H2	Gender discrimination in Training & Development	→	Employee Performance (EMPP)		-.018	-.295	0.000	Accepted
H3	Gender discrimination in Provision of goods and Facilities	→	Employee Performance (EMPP)		-.065	-1.096	0.000	Accepted
H4	Gender discrimination in Employee retention	→	Employee Performance (EMPP)		-.029	-.490	0.001	Accepted
H5	Gender discrimination in Promotion	→	Employee Performance (EMPP)		-.339	-5.642	0.001	Accepted

In the above table, we can observe the p-value which explains the acceptance and rejection of the Alternative Hypothesis. The p-value of H1, H2, H3, H4 and H5 are concerned with variables like Gender discrimination in recruitment, Gender discrimination in Training & Development, Gender discrimination in Provision of goods and Facilities, Gender discrimination in Employee retention and Gender discrimination in Promotion. Since the

p-value of H1 with 0.002 and H4 and H5 with 0.001 is lesser than 0.05, thus all the alternative hypotheses H1 to H5 are accepted. The acceptance of all the hypotheses also depicts that gender discrimination in recruitment, Training & Development, provision of goods and Facilities, Employee retention and Gender discrimination in Promotion significantly and negatively impact employee performance.

## 7. Discussion and Conclusion

To attain the corporate goal, employees of various genders perform various jobs, obligations, and responsibilities. Gender discrimination has an impact on employee performance. In the UAE, a survey was done in the telecom sector. The model summary indicates a significant association between gender discrimination in HRM practices and employee performance using the statistical tools of correlation and regression analysis. All hypotheses proved a considerable link and relationship between gender discrimination and employee performance. Promotional gender inequalities have the most substantial negative impact on employee performance.

The current study found that discrimination in recruitment has a negative effect on employee performance (Gamage, 2014; Goza et al., 2021; Syed & Jamal, 2012). The results also showed that discrimination practices in training and development also affect employee performance (Tlaiss & Kauser, 2015). management must prevent discriminatory practices in hiring, training, development, promotion, retention, and providing products and services to employees, regardless of gender. The organisation should develop a positive and loyal culture to improve employee performance.

## 8. Practical Implications

Human resource managers must exercise caution when hiring, offering training, providing goods and services to employees, retaining them, and promoting them to avoid gender discrimination, which directly impacts employee performance. Human resource management should supply facilities and goods proportionally to the male-to-female ratio. Employees must be promoted based on merit and seniority in the meantime. They must recognise the value of female workers and recognise the international scenario of women's fair representation and quotas in hiring and facilities in organisations; otherwise, they will face defamation and a bad reputation in the global corporate sector, resulting in a reduction in international business cooperation and the loss of a significant number of business orders.

## 9. Limitations & Future Research

Because the telecommunications business was investigated, the framework might be tested in other industries to improve its generalizability. To understand how gender discrimination affects employee performance, it was decided to focus on just five variables. Future studies could include a few more variables to see if they have a more significant impact. Instead of employing a random sample, the convenience sampling technique acquired the data. As a result, extreme caution should be exercised when extrapolating the findings. The total number of persons that took part in the study (n=261) was also small. More conclusive results may be obtained with a more representative sample gathered from a larger population.

The current study allows future researchers to address this gap by thoroughly analyzing the amount of prejudice encountered by female employees in the aforementioned HRM Practices.

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