

Gender Discrimination, Organizational Commitment and Enthusiasm among Women in Employment in Rivers State

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Abstract: - The paper examined the effect of gender discrimination on commitment and enthusiasm among women in employment in both the public and private sector of Rivers State. The qualitative research design was adopted. Direct responses from participants, through sampled questionnaire, formed the data used for the study. Data collected were presented using descriptive statistical tools namely frequency distribution tables and pie charts. Analysis of the data was also done using statistical mean and an econometric technique for categorical data i.e. the logit multiple regression model. First, it was found that unequal treatment of male and female employee with respect to remunerations, been turned down from a job because of being a woman, been harassed at workplace because of being a woman are the forms of gender discrimination against women that are majorly evident in Rivers State. Secondly, the level of discrimination against women in Rivers State is high as there are an avalanche of cases was reported by the participants. Thirdly, the participants also claimed that the level of commitment and enthusiasm towards their jobs wanes when they are discriminated against. Lastly, the logistics regression model shows that at least one form of gender discrimination is more likely to affect commitment and enthusiasm towards work. The study recommended, among others, that personnel or human resource departments of private and public organizations should ensure that both gender are treated equally in terms of remuneration and promotion opportunities.

Keywords: Gender discrimination, Organizational Commitment, Enthusiasm

I. INTRODUCTION

Human resource management involves staffing, training, development and motivation of employees (DeCenzo & Robins, 1998). These areas are important considerations that help employees to feel sense of belonging to the organization. The trend of women participation in the workforce is increasing worldwide. According to the consensus of authors presented in the research women are discriminated at every level of management in the work place. It shows there is the presence of gender discrimination and glass ceiling in the organization. It's important for the organization to understand the gender biasness because it's the era of competition and only those organizations can succeed who can proactively manage the competition. Gender discrimination has an adverse effect on the organizational commitment, organizational citizenship behavior and job satisfaction (Ensher, Grant-Vallone & Donaldson, 2001). Gender

discrimination affects employees performance and as well as badly affects organization performance. The critical constructs of that impact organizational performance are organizational commitment, job satisfaction and organizational citizenship behavior. Organizational Commitment is defined by Mowday, Porter & Dubi (1974) as comparative potency of the recognition and identification of employees with their organization. Organizational commitment plays a vital role for any organization success. Gender discrimination affect employee's commitment towards the organization negatively (Dost, Bin & Samia, 2002). This type of barrier decreases organizational commitment on part of an employee and also decreases job satisfaction level.

In the recent years, work engagement (WoE) has emerged as a subject of focus in employee performance and organizational management (Simpson, 2009). It is a matter of concern for top executives and leaders across the globe; they have identified engagement as the key driver of organisational design, effectiveness, innovation and competitiveness (Welch, 2011). Roberts & Davenport (2002) define WoE as a person's enthusiasm and involvement in his or her job. Organisational commitment is associated with the organization whereas engagement is more closely related to the work itself (Maslach, Schaufeli & Leiter, 2001). Gender discrimination results in uneven allocation of resources and opportunities (Schmitt, Ellemers & Branscombe, 2003). Sometimes, employees perceive that they receive differential treatment at the workplace due to their gender. Sex discrimination was perceived to be experienced more by women than men (Ensher, Grant -Vallone & Donaldson, 2001). Such a perception of gender discrimination has more negative implications on the work experience and attitudes of women than men (Sia, Sahoo & Duari, 2015). Women encountered more work conflict, reduced self-esteem, increased levels of anxiety and depression, and perceived lower status of the job (Ensher, Grant-Vallone & Donaldson, 2001). Women Employees who perceived their supervisors were fair in their treatment and allocation of resources were more enthusiastic and engaged in their work (Leiter & Harvie, 1997). Studies have shown that support from supervisors (May, Gilson & Harter, 2004) and co-workers (Schaufeli and Bakker, 2004) influenced a person's enthusiasm in his or her job to a great extent.

Wayne (1995) has explained that managing diversity means establishing a heterogeneous work force to perform to its potentials in an equitable work environment, where no member or group of members has an advantage or a disadvantage. Managing diversity is very essential for any organization, especially in this era of globalization. Managing diversity is required to close the unfair discrimination and thus enable employees to compete on equal basis. Hence, this study is therefore aimed at investigating the extent to which diversity in the work place has been well managed as evident in the level of gender discrimination in both private and public organizations; and the effect of gender discrimination on organizational commitment and enthusiasm among employees. The specific objectives are to examine the:

- i. level of gender discrimination evident in selected private and public organizations in Port Harcourt;
- ii. effect of gender discrimination on organizational commitment of employees to the selected private and public organizations in Port Harcourt; and
- iii. effect of gender discrimination on employee enthusiasm in the selected private and public organizations in Port Harcourt.

Moreover, the following null hypotheses were also tested in this paper:

- i. H_0 : Gender discrimination has no significant effect on organizational commitment of employees.
- ii. H_0 : Gender discrimination has no significant effect on employee enthusiasm.

The remaining part of this paper is organized thus: 2. Literature review; 3. Research design; 4. Results and Interpretation; and 5. Conclusion.

II. LITERATURE REVIEW

2.1 Theoretical Framework

According to Al-Meer (1989) there were researchers who have recognized the need of study of relationship between the job satisfaction, organizational commitment and performance with variables leadership style, gender and work experience. This relationship help find the commitment of the organization in the presence of any hurdle for the promotability of employees. When there is less barrier employee face they will perform better, enhance organizational productivity and increase organizational commitment. Employees must be provided with the proper promotion, hiring and facilities. Ali, Atiq & Abbas (2011) explored that the organizations success is dependent on the performance of its workforce. When employees are given equal opportunity in terms of pay, hiring, promotion, recognition and rewards, career progression, developmental assignments, training and development and at international assignment, they can perform well and show the organizational commitment.

Kahn (1990) claims that when people have a meaningful job, feel psychologically safe and have the necessary

psychological resources to perform the job, they are more engaged in the workplace. According to the gendered organization theory introduced by Acker (1990), men are usually accorded with the control of organizations because they generally hold primary positions and predominate in top leadership roles. The working environment in today's society focuses on engagement of men over engagement of women (Banihani & Syed, 2016). Such gendered organizations have their structure, culture and ideologies designed in a manner that makes it harder for women to experience Kahn's three psychological conditions of WoE (Kahn, 1990). Certain attributes of men such as critical thinking, coherence, aggressiveness and dedication to paid work are rewarded and valued more by organisations as essential for long term profitability and organizational success (Banihani, Lewis & Syed, 2013).

2.2 Empirical Review

Arulampalam et al.(2007) found that the magnitude of the pay gap varied largely in different sectors and private and public organizations. That gap is maximum at the top level positions and low at the lower level management, which is generally referred to as 'sticky floor' effect. It was observed by the Mohamed Zainal (2009) there are several other factors that hurdle the women promotability besides manager's perception including the work and family life conflicts. He further added, in assessing the phenomena of glass ceiling in Malaysia there are many factors that can affect the female employee promotion, but he focused on manager's perception toward women promotion. Gender bias environment is faced by women all over the world. Even in developed countries women face the challenges to their survival in job. Sub-continent is underdeveloped as compared to the European world. Women have to do take care of their kids and home besides their job. They are highly educated but they don't get a chance to avail the status in top management. The same scenario is investigated by the (Jain & Mukherji, 2010). The gender stereotypes influences judgment and evaluation for the promotion of women in an organization. It affects the women motivation to hard work. Regardless of being highly educated, women remain in lower management level. Indian organizations are still lacking commitment to achieving workplace diversity. Women have to give up their career to take care of their kids. Women can progress if they rely on maids and home assistance from other family members (Jain & Mukherji, 2010). The impact of gender discrimination can be assessed by studying effects of wages, hiring, promotion practices or rated salary raise scales for female employees. There are stereotypes, which are of the view that the women should be paid less. Men should get priority on women during the whole career of her job. Even in developing countries female employees face the discrimination in pay. They are not given justified pay in comparison to the work they do. Gender discrimination is the phenomena that can be observed in every society. Females bear equal burden of work as men do but even then they are paid less than their colleagues. Pakistan

Social and Living standard Measurement (PSLM) survey (2004-2005) supports the findings of Farooq & Sulaiman (2009) that the females are under paid as compared with their co-men workers.

Discrimination also decreases the employees' organizational commitment. It also affects the job satisfaction. As said by Ensher et al. (2001) job satisfaction and organizational commitment is important constituent of employee attitudes and behaviors that can be largely affected by the perceived discrimination. Organizations must follow the steps to decrease the perceived discrimination and increase the commitment of employees towards the organization. Perceived discrimination results in increased work tension at one extreme and at the other it decreased the job satisfaction and organizational commitment (Sanchez & Brock, 1996). When there is a discrimination in terms of wages, promotion and recognition, employees' commitment level towards the organization suffers a lot. Employees who face discrimination in terms of compensation, job assignment, promotion, layoff and/or disciplinary actions are most likely to file the grievances than those who face no or zero gender discrimination (Allen & Keaveny, 1985). Employees suffering from the discrimination are more likely to file the grievances towards the organization. There must be programs that develop the sense to curb the discrimination and enhance the organizational commitment. So that the employees enjoys employment satisfaction and enhanced organizational commitment. According to Gutek et al. (1996) perceived gender discrimination among female employees was related to lower and decreased feelings of power and authority and job esteem. When there is a perceived discrimination female employees are more likely to feel the decreased powers and lack the job esteem and show lower organizational commitment. Dost et al. (2002) found moderate level of relationship between glass ceiling and organizational commitment. Therefore, employee commitment towards organization is fairly affected by the glass ceiling. Organizations should develop policies to minimize the glass ceiling practices. They should give proper career advancement opportunities to females in order to retain highly skilled and qualified professional. As quoted by Jawahar & Hemmasi (2006) when organizations do not give proper career advancement opportunities to women employees, they have to face unavoidably loss of competent, capable, skilled, experienced and knowledgeable professionals.

Similarly, female employee shows decreasing organizational commitment when they work in the environment which is highly dominated by the gender bias and men stereotypes (Korabik & Rosin, 1991). Few researchers have addressed the relationship between gender and WoE like enthusiasm. Previous work has only concentrated on the relationship between WoE and some form of discrimination; which has been mostly limited to developed countries. Very few studies have been carried out in developing nations like Nigeria. The researcher aims to understand the perception of employees on

gender discrimination and whether they experienced any form of discrimination at work with regards to supervisory support, coworkers, workplace flexibility, and environment, scope for development, compensation management, communication and feedback. Furthermore, the researcher evaluated which of these determinants had a significant impact on enthusiasm. Gender inequality is very common in organizations across India and most of the workforce is dominated by male workers (Chaudhury and Panigrahi, 2013). Gender Development Index of India is ranked 113 out of 157 countries by the World Economic Forum Report (Hausmann, Tyson & Zahidi, 2011). The undertaking of an exploratory study that seek to investigate the effect of gender discrimination on enthusiasm will add to literature immensely.

III. RESEARCH METHOD

3.1 Research Design

This study adopted the explanatory research design. The explanatory research design is most fitting in when the investigation seeks to explain a phenomena relative to other already established social issues. In this case, this study seek to explain organizational commitment and enthusiasm relative to gender discrimination.

3.2 Population and Sample of the Study

The population of the study is total female employee drawn from a combination of the private and public sector. For convenience, five (5) organizations were sampled in this study. For adequate and equal representation, three (3) private sector and two public organizations were selected. The three (3) private sector organizations are Skye Bank, Don Climax Nigeria Limited, and Intels Nigeria Limited. Moreover, the public organizations selected are the Rivers State Civil Service Commission and the Nigerian National Petroleum Corporation (NNPC), Rivers State. From record available and sourced from the selected organizations, total number of female employee is 538. Using the Taro Yamane formula, the sample is computed to be it was of For adequate representation, female employee (Number of female employees in 5 selected organizations, Skye Bank, Don Climax Nigeria Ltd., The Rivers State Civil Service Commission, Intels Nig. Ltd and The Nigerian National Petroleum Corporation) is characterized by a finite size (538 Employees). The population is generally made up of women gainfully employed in each of the sampled organizations.

3.3 Sampling Procedure / Sample Size Determination

It is practically difficult to take a complete and comprehensive study of the entire population because of the nature and pattern of distribution of elements of the population. Based on the scientific method postulated by Yamanae (1967), representative sample size with known confidence and risk levels was selected. A 95% confidence level is deemed acceptable and error limits of 5% (0.05) was used. The Yamanae formula is given as:

$$n = \frac{N}{1 + Ne^2}$$

3.1

Where:

n = sample size

N = population size = 538

e = the acceptable sampling error = 0.05

Therefore:

$$n = \frac{538}{1 + 538(0.05)^2}$$

$$n = \frac{538}{1 + 538(0.0025)}$$

$$n = \frac{538}{1 + 1.345} = \frac{538}{2.345} = 229.42 \approx 230$$

Therefore, 230 respondents were selected for the study.

3.4 Instrument for Data Collection

In this study, questionnaire was used to collect primary data from the selected organizations. The data from the questionnaires were used to analyze and test the hypotheses stated in chapter one of this study. The validity and reliability of the instrument were ensured by consulting with professionals in the area of labour and gender economics.

3.5 Data Analysis Techniques

In this study, both descriptive and inferential statistics was used in analyzing the primary data obtained from questionnaires. While tables and graphs will be used to present and summarize data collected, summary statistics and logistic (logit) regression was used to achieve the objectives and test hypotheses respectively. The purpose of the model is to estimate the probability that an observation with particular characteristics will fall into a specific one of the categories. A logit model is a popular specification for an ordinal/categorical (Ordinal logit regression model UCLA) or a binary response model.

$$y^* = x' \beta + \varepsilon$$

Where y^* is the exact but unobserved dependent variable (perhaps the exact level of improvement by the patient); x is the vector of independent variables, and β is the vector of regression coefficients which we wish to estimate.

IV. DATA PRESENTATION, RESULTS AND INTERPRETATIONS

4.1 Data Presentation

Table 4.1 above shows that 75, 120, 20, and 15 respondents falls under the age ranges 18-30yrs, 31-43yrs, 44-56yrs, and above 57yrs respectively. Moreover, figure 1 shows that 33%,

52%, 9%, and 6% of the respondents falls under the age ranges 18-30yrs, 31-43yrs, 44-56yrs, and above 57yrs respectively.

Table 4.1: Age Distribution of Respondents

Age Groups	Frequency
18 – 30 yrs	75
31 – 43 yrs	120
44 – 56 yrs	20
Above 57yrs	15
Total	230

Source: Field Survey 2018.

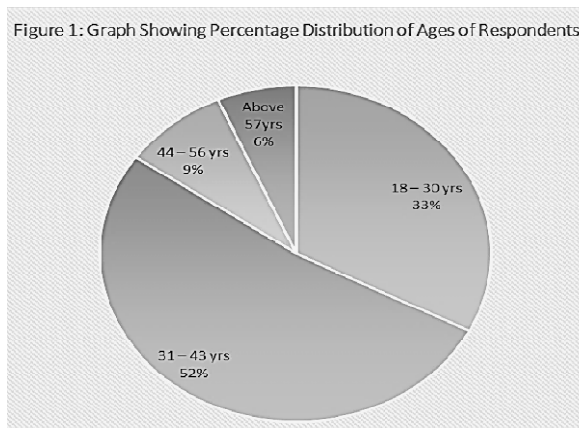


Table 4.2 above shows that 167, 120, and 20 respondents have acquired B.Sc./HND, MSc and Ph.D. respectively. Moreover, figure 2 shows that 54%, 39%, and 7% have acquired B.Sc./HND, MSc and Ph.D. respectively.

Table 4.2: Educational Attainment Distribution of Respondents

Qualifications	Frequency
B.Sc./HND	167
MSc	120
Ph.D.	20
Total	230

Source: Field Survey 2020.

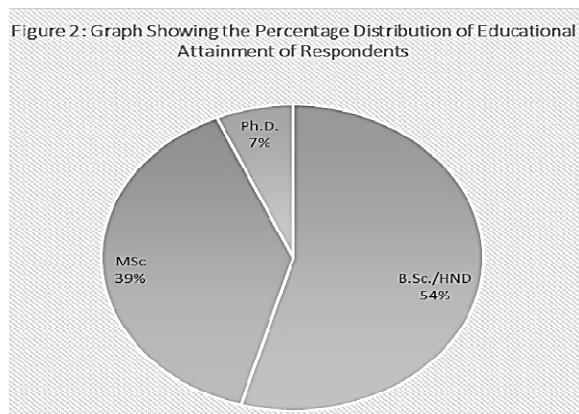


Table 4.3 above shows that 92, 119, and 19 respondents were single, married and divorced respectively. Moreover, figure 3 shows that 40%, 52%, and 8% of the respondents were single, married and divorced respectively.

Table 4.3: Marital Status Distribution of Respondents

Marital Status	Frequency
Single	92
Married	119
Divorced	19
Total	230

Source: Field Survey 2020.

Figure 3: Graph Showing the Percentage Distribution of Marital Status of Respondents

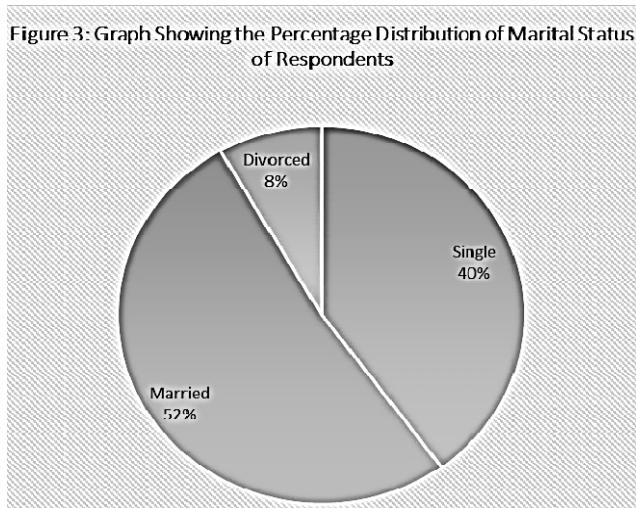


Table 4.4 above shows that 140, 73, and 17 respondents have spent 0-5yrs, 5-10yrs, and over 10 years respectively in their

current job. Moreover, figure 4 shows that 61%, 32%, and 7% have spent 0-5yrs, 5-10yrs, and over 10 years respectively in their current job.

Table 4.4: Distribution of the Period Spent in Current Job by Respondents

Periods	Frequency
0 - 5 yrs	140
5 – 10 yrs	73
Over 10 yrs	17
Total	230

Source: Field Survey 2018.

Figure 4: Graph Showing the Percentage Distribution of Period Spent by Respondents in their Current Job

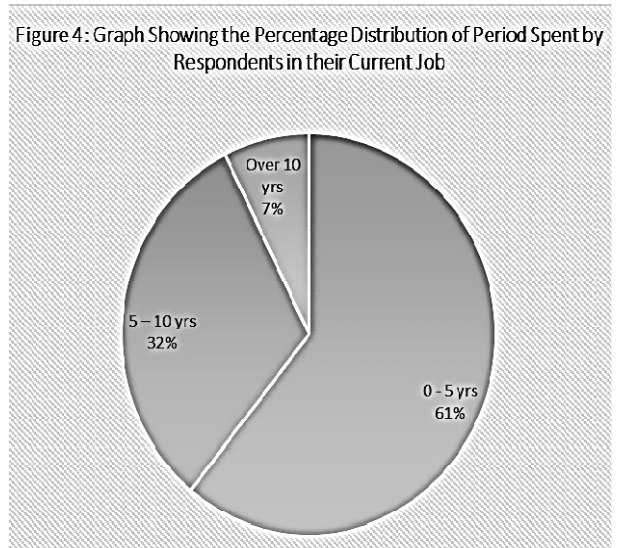


Table 4.5: Responses to Propositions on Gender Discrimination

S/N	Propositions	SA [%]	A [%]	N [%]	D [%]	SD [%]	Total [%]
1	You would have attained a higher position in the organization if you were a male	50 [21.74]	16 [6.96]	88 [38.26]	76 [33.04]	0 [0.00]	230 [100.00]
2	Everyone, irrespective of gender, is treated equally with respect to remunerations.	0 [0.00]	109 [47.39]	38 [16.52]	21 [9.13]	62 [26.96]	230 [100.00]
3	Women have less opportunities because they have to take career break	0 [0.00]	60 [26.09]	0 [0.00]	34 [14.78]	134 [59.13]	230 [100.00]
4	You have been turned down from a job because of your gender	159 [69.13]	71 [30.87]	0 [0.00]	0 [0.00]	0 [0.00]	230 [100.00]
5	You have been harassed in your workplace because you are a woman.	93 [40.43]	51 [22.17]	0 [0.00]	86 [37.39]	0 [0.00]	230 [100.00]

Source: Field Survey 2020

Table 4.5 above presents responses to propositions on gender discrimination elicited from a field survey conducted by the researcher. First, 50, 16, 88, 76, and 0 respondents strongly agreed, agreed, undecided/neutral, disagreed and strongly disagreed respectively with the proposition on attaining higher position in respective organization were they to be of the male gender. Moreover, 21.74%, 6.96%, 38.26%, 33.04%, and 0.00% of the respondents strongly agreed, agreed, undecided/neutral, disagreed and strongly disagreed respectively with the proposition on attaining higher position in respective organization were they to be of the male

gender. Secondly, 0, 109, 38, 21, and 62 respondents strongly agreed, agreed, undecided/neutral, disagreed and strongly disagreed respectively with the proposition on being treated equally, irrespective of gender, with respect to remunerations. Moreover, 0.00%, 47.39%, 16.52%, 19.13%, and 26.96% of the respondents strongly agreed, agreed, undecided/neutral, disagreed and strongly disagreed respectively with the proposition on being treated equally, irrespective of gender, with respect to remunerations. Thirdly, 0, 60, 0, 34, and 134 respondents strongly agreed, agreed, undecided/neutral, disagreed and strongly disagreed respectively with the

proposition on women having less opportunities because they have to take career break at some point. Moreover, 0.00%, 26.09%, 0.00%, 14.78%, and 59.13% of the respondents strongly agreed, agreed, undecided/neutral, disagreed and strongly disagreed respectively with the proposition on women having less opportunities because they have to take career break at some point. Fourthly, 159, 71, 0, 0, and 0 respondents strongly agreed, agreed, undecided/neutral, disagreed and strongly disagreed respectively with the proposition on being turned down by potential employers because of gender (woman). Moreover, 69.13%, 30.87%, 0.00%, 0.00%, and 0.00% of the respondents strongly agreed,

agreed, undecided/neutral, disagreed and strongly disagreed respectively with the proposition on being turned down by potential employers because of gender (woman). Lastly, 93, 51, 0, 86, and 0 respondents strongly agreed, agreed, undecided/neutral, disagreed and strongly disagreed respectively with the proposition on being harassed at workplace because of their gender (woman). Moreover, 40.43%, 22.17%, 0.00%, 37.39%, and 0.00% of the respondents strongly agreed, agreed, undecided/neutral, disagreed and strongly disagreed respectively with the proposition on being harassed at workplace because of their gender (woman).

Table 4.6: Responses to Propositions on Commitment and Enthusiasm Toward Job

S/N	Propositions	SA [%]	A [%]	N [%]	D [%]	SD [%]	Total [%]
1	You see yourself working for this organization in the next 10 years.	23 [10.00]	81 [35.22]	53 [23.04]	43 [18.70]	30 [13.04]	230 [100.00]
2	You have your eyes set on a management position.	71 [30.87]	55 [23.91]	51 [22.17]	53 [23.04]	0 [0.00]	230 [100.00]
3	There are greater prospects envisaged for you in this organization.	0 [0.00]	73 [31.74]	118 [51.30]	39 [16.96]	0 [0.00]	230 [100.00]
4	Serving in your present unit has made you more interested in this career path.	0 [0.00]	0 [0.00]	123 [53.48]	66 [28.70]	41 [17.83]	230 [100.00]
5	Your commitment to this job is not being affected by gender discrimination.	0 [0.00]	0 [0.00]	0 [0.00]	101 [43.91]	129 [56.09]	230 [100.00]

Source: Field Survey 2018

Table 4.6 above presents responses to propositions on commitment and enthusiasm toward work elicited from a field survey conducted by the researcher. First, 23, 81, 53, 43, and 30 respondents strongly agreed, agreed, undecided/neutral, disagreed and strongly disagreed respectively with the proposition on them working for their respective organizations for the next 10 years. Moreover, 10.00%, 35.22%, 23.04%, 18.70%, and 13.04% of the respondents strongly agreed, agreed, undecided/neutral, disagreed and strongly disagreed respectively with the proposition on them working for their respective organizations for the next 10 years. Secondly, 71, 55, 51, 53, and 0 respondents strongly agreed, agreed, undecided/neutral, disagreed and strongly disagreed respectively with the proposition on having their eyes set on a management position. Moreover, 30.87%, 23.91%, 22.17%, 23.04%, and 0.00% of the respondents strongly agreed, agreed, undecided/neutral, disagreed and strongly disagreed respectively with the proposition on having their eyes set on a management position. Thirdly, 0, 73, 118, 39, and 0 respondents strongly agreed, agreed, undecided/neutral, disagreed and strongly disagreed respectively with the proposition on envisaging greater prospects in the organization they find themselves. Moreover, 0.00%, 31.74%, 51.30%, 16.96%, and 0.00% of the respondents strongly agreed, agreed, undecided/neutral, disagreed and strongly disagreed respectively with the proposition on envisaging greater prospects in the organization they find themselves. Fourthly, 0, 0, 123, 66, and 41 respondents strongly agreed, agreed, undecided/neutral, disagreed and strongly disagreed respectively with the proposition on the effect serving in their present unit has had on their increased

interest in their current career path. Moreover, 0.00%, 0.00%, 58.48%, 28.70%, and 17.83% of the respondents strongly agreed, agreed, undecided/neutral, disagreed and strongly disagreed respectively with the proposition on the effect serving in their present unit has had on their increased interest in their current career path. Lastly, 0, 0, 0, 101, and 129 respondents strongly agreed, agreed, undecided/neutral, disagreed and strongly disagreed respectively with the proposition on their commitment to their job not being affected by gender discrimination. Moreover, 0.00%, 0.00%, 0.00%, 43.91%, and 56.09% of the respondents strongly agreed, agreed, undecided/neutral, disagreed and strongly disagreed respectively with the proposition on their commitment to their job not being affected by gender discrimination.

4.2 Results and Interpretation

Table 4.7: Analysis of Responses to Propositions on Gender Discrimination

S/N	Propositions	Mean	Decision
1	You would have attained a higher position in the organization if you were a male	3.17	Rejected
2	Everyone, irrespective of gender, is treated equally with respect to remunerations.	2.84	Rejected
3	Women have less opportunities because they have to take career break	1.93	Rejected
4	You have been turned down from a job because of your gender	4.69	Accepted
5	You have been harassed in your workplace because you are a woman.	3.66	Accepted

Source: Author's Computation, 2018.

Table 4.7 above shows the mean score of responses to each of the propositions on gender discrimination. The mean scores of 3.17 and 1.93 for propositions 1 and 3 shows that the respondents rejected these propositions since the scores are less than the mean criterion of 3.50 for a 5-point likert scale research instrument. Hence, these forms of gender discrimination are not evident in Rivers State. Also, mean score of 2.84 for propositions 2 shows that the respondents rejected this proposition as well. This implies that this form of gender discrimination against women is evident in Rivers State. Lastly, the mean score of 4.69 and 3.66 for propositions 4 and 5 shows that the respondents accepted these propositions since the scores are greater than the mean criterion of 3.50 for a 5-point likert scale research instrument. Hence, these forms of gender discrimination are evident in Rivers State. From the foregoing, we can conclude that three forms of gender discrimination against women are evident in Rivers State. Hence, the level of discrimination against women is high in Rivers State.

Table 4.8: Analysis of Responses to Propositions on Commitment and Enthusiasm Toward Job

S/N	Propositions	Mean	Decision
1	You see yourself working for this organization in the next 10 years.	3.10	Rejected
2	You have your eyes set on a management position.	3.63	Accepted
3	There are greater prospects envisaged for you in this organization.	3.15	Rejected
4	Serving in your present unit has made you more interested in this career path.	2.36	Rejected
5	Your commitment to this job is not being affected by gender discrimination.	1.44	Rejected

Source: Author's Computation, 2018.

Table 4.8 above shows the mean score of responses to each of the propositions on commitment and enthusiasm toward their jobs. The mean scores of 3.10, 3.15, 2.36, and 1.44 for propositions 1, 3, 4, and 5 shows that the respondents rejected these propositions since the scores are less than the mean criterion of 3.50 for a 5-point likert scale research instrument. Hence, these forms of gender discrimination are not evident in Rivers State. Also, mean score of 3.63 for propositions 2 shows that the respondents accepted this proposition as well. This implies that this measure of commitment and enthusiasm toward their job is evident in Rivers State. From the foregoing, it will not be wrong to conclude that the level of commitment and enthusiasm women have toward their job is low.

Table 4.9: Model Result: Effect of Gender Discrimination on Commitment and Enthusiasm

Variables	Ordered Probit	Marginal Effect (dy/dx)
equal_treat	-1.78***	1.52***
harassmt	1.00***	-8.54***
high_posi	1.07**	-9.10**
less_opport	7.22	6.16
turned_down	-3.06***	2.61***

Source: Author's Computation, 2018.
NB: *, **, and ***

- Ordered Probit

Table 4.9 above shows the results for ordered probit models and marginal effect. The result shows the effect of different measures of gender discrimination on commitment and enthusiasm towards work. The coefficients of *equal treatment of workers with respect to remunerations, harassment of women at workplace and having less opportunities because of taking a career break, and possible attainment of higher position in an organization if the employee is male* have a positive sign and also statistically significant at 99%, 95% and 99% confidence interval respectively. This shows that *equal treatment of workers with respect to remunerations, harassment of women at workplace, and possible attainment of higher position in an organization if the employee is male* are more likely to impact on commitment and enthusiasm towards work. Also, the coefficients of *being turned down from a job because of gender* have a negative sign and also statistically significant at 99%. This shows that *being turned down from a job because of gender* is less likely to impact on commitment and enthusiasm towards work. Lastly, the coefficients of *having less opportunities because of taking a career break* has a positive sign but not statistically significant at even 90% confidence interval.

- Marginal Effect(dy/dx)

Table 4.9 also shows *equal treatment of workers with respect to remunerations, harassment of women at workplace, possible attainment of higher position in an organization if the employee is male, and being turned down from a job because of gender* appeared to be significant in the commitment and enthusiasm toward job ordered probit model. One additional case of equal treatment of workers with respect to remunerations increases the probability to report commitment and enthusiasm toward job by approximately 1.52%. The probability to report commitment and enthusiasm toward job decrease by 8.54% with one extra case of harassment of women at workplace. Moreover, the probability to report commitment and enthusiasm toward job decrease by 9.10% with one extra case of possible attainment of higher position in an organization if the employee is male. Finally, one additional case of being turned down from a job because of gender increases the probability to report commitment and enthusiasm toward job by approximately 2.61%.

V. CONCLUSION AND RECOMMENDATION

Findings made has made drawing conclusions inevitable. First, three forms of gender discrimination (i.e. unequal treatment of male and female employee with respect to remunerations, been turned down from a job because of being a woman, been harassed at workplace because of being a woman) against women are evident in Rivers State. Hence, the level of discrimination against women is high in Rivers State. Commitment shown by women discriminated against towards work has been affected terribly. Most women are indifferent towards work when discriminated against. Enthusiasm of women towards their job has waned. Harassment of women at

workplace has also contributed to low level of commitment and enthusiasm women have towards their jobs. The study therefore recommends that organizations should ensure equal remuneration irrespective of gender; and that measures should be put in place to reduce the harassment of women at workplace and ensuring that qualified women should also be availed the opportunity to attain higher positions in any organization they find themselves.

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