



# The Influence of Gender and Development on the Performance of Permanent Government Employees

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**Abstract:** Gender and Development is a strategic policy that aims to include women in development and not just recipients of it. One of the goals of the Sustainable Development of the United Nations is gender equality; however, the 2022 report of the United Nations on SDG status revealed that the world is not on the path of eliminating all forms of gender discrimination unless all structures of it are realized. Several previous studies found that gender discrimination is felt by employees in their workplace. The findings of these studies indicated that gender discrimination in the workplace leads to poor employee performance. This study specifically aims to understand the influence gender diversity on the performance of Masantol Local Government Unit employees. Using the descriptive quantitative method and an adopted questionnaire, the study found a high positive Pearson Coefficient of Correlation ( $r$ ) of 0.747\*\* significant at the 0.000 p-value. The researchers suggest that gender diversity should be promoted in the workplace and acknowledged the role of gender in an employee performance. An intervention plan was developed following the results of the study. It is composed of programs and activities that promote the development of gender among the employees of the Masantol Local Government Unit.

**IndexTerms** - Employee Performance, Gender Diversity, Gender and Development, Local Government Unit

## I. INTRODUCTION

Gender and Development is defined as a method for free violence that is sustainable, respectful of human rights, and supportive of self-determination. It seeks gender equality as an important aspect of achieving development and encourages women to be part of development and not just beneficiaries of it. According to the Magna Carta for Women.

Gender equality is one of the Sustainable Development Goals (SDGs) of the United Nations (UN). The SDGs serve as a blueprint for UN members to achieve peace and prosperity among the people. According to UNESCO, these goals of 2030 will not be fully realized until all kinds of gender discrimination are eliminated, which means that gender is one of the primary determinants of human capabilities. (*Addressing the Root Causes of Inequality | United Nations Development Programme*, n.d.)

## NEED OF THE STUDY.

According to the 2022 tracking report of the UN on the SDGs, the globe is not on track to achieve gender equality by 2030. In addition to the social and economic effects of the pandemic, many aspects of development are lagging behind, such as the amount of time spent on unpaid caregiving and domestic work, decisions regarding sexual and reproductive health, and gender-responsive budgeting. Services for women's health, which were already underfunded, have been severely disrupted. Women continue to experience a lot of violence.

Gender and Development is a strategic policy that aims to make women and men enjoy their rights without impeding each other's. It is integral to designing, implementing, and evaluating policies or projects in social, political, or commercial settings. Despite the massive mass participation of people from all walks of life to redefine gender and its influence on human capabilities, it remains a basis of prejudice to limit one's skill and capabilities in performing his or her task.

### 3.1 Population and Sample

The parameter of the study were the permanent employees of Masantol Local Government Unit with a total of 107. Employees under Job Order or Contractual Basis are excluded from the survey. Using a Raosoft online calculator with a confidence level of 95% and a 5% margin of error, a total 94 should be the respondents in order for the data to be reliable.

### 3.2 Theoretical framework

This study is bivariate with the Gender and Development particularly gender diversity is the Independent Variable and Employee performance as the dependent variable.

## RESEARCH METHODOLOGY

The methodology section outline the plan and method that how the study is conducted. This includes Universe of the study, sample of the study, Data and Sources of Data, study's variables and analytical framework. The details are as follows;

### 3.3 Theoretical framework

This study is bivariate with the Gender and Development particularly gender diversity is the Independent Variable and Employee performance as the dependent variable.

Gender diversity is an important component of a company, whether public or private. Gender diversity is a company strength if utilized; however, organizations are challenged by the inaction of research when it comes to themes such as gender diversity. Warren et al. (2019) reviewed published journals and found that positive company theme research augments the status of negative theme research. providing an unclear program to address the problems, but then these positive themes are catalysts for social inclusion and workplace diversity, provided that a program is crafted after them. The result of Heilman's research is that gender stereotyping prescribes how men and women should be alike, but it causes workplace discrimination among employees. The result is that women are unlikely to succeed in the traditional office. Kotikula (2019) defines employment segregation as the unequal distribution of males and females in any job. The segregation of the workforce, particularly in countries with an aging population, has economic implications. It is resistance to development that persists in both developed and developing countries. In some industries, particularly nursing, the research of Gauci et al. revealed that male nurses progress over female nurses. Although anonymous applications have a positive effect on sourcing employees, managers find ways to infer the gender of an applicant through implicit cues.

The research by Odihambo (2018), said that gender diversity has a favorable impact on employee performance. Gender-diverse workplaces make employees feel positive. Social interaction had a significant favorable impact on employees adaptive, contextual, and task performance. Performance may be improved by promoting gender diversity among workers. Promotion of gender equality is an important component of gender mainstreaming, which is a crucial component in an organization. The performance of the workforce has a positive correlation with transformative leaders. To increase performance, managers are recommended to motivate and treat employees with respect.

### 3.4 Statistical tools and econometric models

This section elaborates the proper statistical/econometric/financial models which are being used to forward the study from data towards inferences. The detail of methodology is given as follows.

#### 3.4.1 Descriptive Statistics

The researchers used descriptive statistics. Descriptive statistics is a non-probability statistic; it focuses on the basic features of the data set and provides a simple summary of it. (Mishra et al., 2019). The researcher simplified the data by tabulating them and presenting the mean of each data point. To understand the influence of gender diversity on employee performance, the authors used Pearson R correlation as the statistical tool in testing the hypothesis. The Pearson correlation coefficient (r) is the most commonly used in measuring linear correlation. The measure of strength between two variables lies between -1 and 1.

## IV. RESULTS AND DISCUSSION

### 4.1 Results of Descriptive Statics of Study Variables

Table 4.1: Respondents' Assessment of Gender Diversity

Table 4 features the gender diversity assessment of the respondents. They got the highest mean (4.51), Strongly Agree, on the last statement, "The same treatment of male and female workers enhances employee performance" and the lowest mean (2.38) on the fourth statement, "Gender equality in appointing management positions contributes to employee performance". The grand mean for gender diversity is 3.95 with a verbal interpretation of agree. The result of the survey agrees with the research of Gachoka & Rambo (2018), in which they found that gender diversity and employee performance have a significant relationship. Fine found in his study that a gender-diverse workplace is beneficial to the company. It serves as a justice-based gain as a result of less sex discrimination. Based on the study of Chepkemoi et al. (2022), gender diversity is an important component of both public and private companies. Due to the necessity of utilizing the many skills that each gender brings to the workplace. Kaur and Arora (2020) concluded that gender diversity and inclusion have been found to have a significant impact on the development and success of organizations. It has become clear that promoting gender diversity and inclusion at work has turned into a winning formula for incredibly inventive, creative, engaged, and successful firms all over the world. The respondents agree that gender diversity influences their performance.

It is clear that the same treatment for every employee, regardless of their gender, shall always be observed in the organization because the majority of the employees strongly agreed that it enhances their performance. Consequentially, the respondents strongly agreed that the lack of equal treatment for every employee affects their performance. Therefore, the organization must implement existing laws and memoranda on gender and development to ensure that the employees will enjoy all the benefits of these laws and memoranda that result in less sex discrimination and promote the recognition and respect of one's gender, which positively influences their performance. Ensure that the promotion of managerial positions is gender-balanced, although the respondents disagree on the effect of gender equality in appointing managerial positions. It is a clear indicator that gender diversity in managerial positions contributes to the performance of the employee.

Gender Diversity	SA 5	A 4	N 3	D 2	SD 1	Mean	Verbal Interpretation
1. Gender balance in management positions influences employee performance.	44 46.8%	39 41.5%	6 6.4%	4 4.3%	1 1.1%	4.29	Strongly Agree
2. The PH government law encourages gender inclusivity in decision-making.	44 46.8%	41 43.6%	6 6.4%	1 1.1%	2 2.1%	4.32	Strongly Agree
3. Lack of equal treatment of employees based on gender affects employee performance.	50 53.2%	29 30.9%	6 6.4%	6 6.4%	3 3.2%	4.24	Strongly Agree
4. Gender equality in appointing management positions contributes to employee performance	48 51.1%	40 42.6%	3 3.2%	0 0%	3 3.2%	2.38	Disagree
5. The same treatment of male and female workers enhances employee performance.	55 58.5%	34 36.2%	4 4.3%	0 0%	1 1.1%	4.51	Strongly Agree
Grand Mean						3.95	Agree

Table 1

Table 4.2: Respondents' Assessment of Employee Performance

Table 2 shows the respondents assessments of employee performance. The 5th statement, "Employee diversity enhances the quantity of output produced," recorded a mean of 4.49%. The third statement recorded the lowest mean of 4.5%. The grand mean for employee performance is 4.42, which is interpreted as strongly agreeing. The result of the Zhang (2020), study stated that gender-diverse businesses benefit from higher market valuation and higher revenue the more gender diversity has become normatively accepted in a nation or industry. Another study from Odhiambo (2018) found that gender diversity has a favorable impact on employee performance. The research of Amsi et al. Al (2022) stated that gender diversity helped to partially weaken the impact of social contact on those outcomes, which had a considerable positive impact on workers' adaptive, contextual, and task performance. According to the article, managers should encourage respect for individual values as well as concern for one another's opinions and well-being among their workforce. Promoting gender diversity among motivated employees may enhance performance. Respondents strongly agrees that employee diversity enhances their performance. Diversity of employees leads to the increase quantity of output produced. It also enhances and improve the quality-of-service delivery. Diverse employees spearheaded to lesser complaint in the workplace and boosts the achievement of targets.

Employee Performance	SA 5	A 4	N 3	D 2	SD 1	Mean	Verbal Interpretation
1. Employee diversity enhances the achievement of targets.	42 44.7%	46 48.9%	5 5.3%	1 1.1%	0 0%	4.37	Strongly Agree
2. Employee diversity leads to decreased complaints.	43 45.7%	41 43.6%	8 8.5%	0 0%	2 2.1%	4.31	Strongly Agree

3. Employee diversity enhances efficiency in service delivery.	55	32	6	1	0	4.5	Strongly Agree
4. Employee diversity enhanced the quality-of-service delivery.	47	42	5	0	0	4.45	Strongly Agree
5. Employee diversity enhances the quantity of output produced.	54	34	5	0	1	4.49	Strongly Agree
	58.5%	34%	6.4%	1.1%	0%		
	50%	44.7%	5.3%	0%	0%		
	57.4%	36.2%	5.3%	0%	1.1%		
	Grand Mean					4.42	Strongly Agree

Table 2

Table 4.3: Significant Influence between Gender Diversity and Employee Performance

Table 3 shows that a high positive Pearson coefficient of correlation ( $r$ ) of 0.747 between gender diversity and employee performance, which is significant at the 0.000 level, was found. Therefore, the null hypothesis was rejected. The results indicate that the higher the gender diversity in the Local Government Unit of Masantol, the higher the employee performance. This result is supported by the ILO, which states that businesses gain from greater gender diversity in the workforce at all levels, including better profitability and productivity, improved talent retention, and improved creativity, among other things.

Bivariates	$r$	p-value	Verbal Interpretation
Gender Diversity and Employee Performance	0.747**	0.000	High positive correlation

\*\* - Significant at the 0.01 level (2-tailed).

Table 3

### Acknowledgment

The preferred spelling of the word "acknowledgment" in America is without an "e" after the "g". Avoid the stilted expression, "One of us (R.B.G.) thanks..."

Instead, try "R.B.G. thanks". Put applicable sponsor acknowledgments here; DONOT place them on the first page of your paper or as a footnote.

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