

Impact of Gender Discrimination on the Employees (Ghalib Private University in Herat, Afghanistan as a Case Study)

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Abstract: *Gender discrimination in today's organizations is one of the issues that if it cannot be managed well, there will be other problems in the organization that may cause great harm to the organization, Therefore, the object of this research is to examine the effect on workers of gender discrimination. This survey's statistical population is Ghalib Private University in Herat that 109 employees have been selected as a sample. The measurement tool of this research is a questionnaire that reliability is above 0.7 and has been confirmed. SPSS 24Software was used to study descriptive statistics and Smart PLS 3.0 software was used to analyze statistical data in inferential statistics. According to the results, gender discrimination has had a detrimental and critical impact on work satisfaction, employee participation, and organizational identity and has had a positive and significant effect on job stress.*

Keywords: *Gender Discrimination, Employee, Workplace, Job Satisfaction, Organizational Commitment, Stress Level, Gender Identity.*

1. INTRODUCTION

Almost half of the world's workforce are working in specific gender professions where at least 80 percent of the employees are of the same sex (Melkas, H., & Anker, R, 1998). The non- agricultural occupations of men are actually about seven times those of women. This phenomenon shows the labor market's inflexibility, which causes a decline, creating job opportunities, particularly for women, and thus it reducing economic efficiency (Mass & Gonzalez, 2011).

Undoubtedly, Women are, a greater part of every society's social and spiritual capital. This immense capital plays a major role in their country's development, both in the domestic role and in the social role. Factors such as industrial and economic growth in the country, the expansion of public education, the entry of a significant percentage of women into higher education, late marriage, increased cost of living and ultimately government support for women's participation have resulted in a significant presence of women in the workplace in recent years. The service sector represents over 50 per cent of the gross domestic product (GDP) of each country (Li, 2014).

Universities have a significant impact on the economic development of the country, as part of the wider business sector. As in many countries, women have a heavy influence on the education sector. While women are the main workforce, female university employees are faced with a variety of discrimination. Women may experience unfair or discriminatory behavior in terms of wages, benefits, career advancement opportunities, and work schedules,

whatever career experience and educational record, irrespective of their gender (Woodhams et al., 2015). Sexual discrimination among employees is particularly prevalent in some countries and cities due to patriarchal cultures. Through initiatives and federal legislation to protect women's rights, and benefits, gender discrimination against women in the workplace remains prevalent. However, gender discrimination in the workplace is not limited to women, and men feel discriminated against (Woodhams et al., 2015).

Gender inequality has major consequences not only for the workers but also for the dignity of the workplace. For e.g., when university workers believe that their gender restricts their career development, some of them may engage in unhealthy behaviors in protest or revenge against the organization (Ambrose et al., 2013). These unhealthy behaviors may include stealing from university facilities, abusing emergency leave during peak work seasons, ignoring certain tasks, and wasting time performing a variety of activities that endanger the overall progress of the institution. The Link between the unhealthy behavior of university employees in the workplace and their perception of gender discrimination and unfair behavior is influenced by emotional attachment or communication with the university they work (Balogun et al., 2016).

2. LITERATURE REVIEW

Gender Discrimination

Bihagen et al. (2006) conducted a study into whether women are discriminated against in Sweden by the effects of sticky floors or glass ceilings. Via their study, they find that women in Sweden are more influenced by sticky flooring than by glass ceilings. Their research also found that women with young children are subject to an immense disadvantage for gender in their careers. Trent ham et al. (1998) concentrated on the rational bias theory of work place gender discrimination. Decision-makers can choose to discriminate on the basis of this principle whether they assume that their bosses or those who have control over their professions foresee or favor it. Their study results have demonstrated that businessmen at the top of the company who have discriminated against women and citizens are the most prejudiced against women than those at the bottom. Their report also found that management promotes prejudice, even though these discriminations were fewer than the results of previous studies, suggesting improved equal opportunity.

The results of a study conducted about considering the sense of gender discrimination among faculty members and the effective factors show that there is only one thing related to managerial gender discrimination. And the regression analysis test of the factors affecting the dependent variable shows that the effect of five variables, glass roof, individual gender stereotypes, motivation to progress, fear of individual success, and gender stereotypes of officials on the sense of gender discrimination is significant (Baghestani, 2017).

A study conducted in connection with Gender Inequity Reasons and Its Impact on Staff Efficiency of Travel agencies, The Case of Travel Agencies in Isfahan City revealed that the most important motivational factors are the job prestige, dress code and having qualifications in this area. The findings also showed that there is clear gender gap which is as the result of masculinity in the work environment Channar et al. (2011).

In a study entitled "Assessing the Culture of the Women's Labor Organization" (Carlsen 1996) examined the problems of 446 Swedish women employees in universities, hospitals and industrial environments. The results of this study showed that women employees in more masculine environments suffer more from gender attitudes than women employees in more feminine environments.

Workplace discrimination and employee unhealthy habits in the workplace are controversial subjects which have not received much attention. Gender inequality has

significant consequences not only for staff, but also for the dignity of the workplace. For example, when university staff feel that their gender, limits their career advancement, some of them may engage in unhealthful behavior against the organization in the form of protests or reprisals. Investigating the role of gender discrimination, particularly among women, reduces unreasonable behavior and increases the productivity of workplace employment.

Educational Status of Women in Afghanistan

As an intellectual minority in Afghanistan, females obtained access to higher education in the 1950s. Women's involvement in higher education grew, however, in the 1980s. At the beginning of the 1990s, women accounted for around 40 per cent of the student population. Schools were mixed until the Taliban gained control of Kabul, and women made up 70 per cent of students, 50 per cent of civil servants and 40 per cent of medical personnel. In this development the Taliban regime has led to widespread change. The Taliban, who controlled the country from 1996 to 2001, banned girls from attending school. Since the Taliban prohibited women and girls from attending school, they were forced to suspend their activities by women who had previously attended school or worked in schools. The Taliban had taken control of nearly all of Afghanistan in the 1990s. Immediately following Kabul's capture in September 1996; The Taliban imposed orders prohibiting women from working, going to school or going to public places, including hospitals and clinics, without wearing burqas or accompanied by a close adult relative (Ghafary, 2019). Life is quite different for men and women in terms of cultural constraints, men are occupied with external and public affairs, while women are busy with household and personal affairs. As researchers pointed out in 2009, "there are few regions in the world with fewer rights for women than in Afghanistan." More than 90 % of women in Afghanistan are illiterate; most of them are not permitted to leave home or work outside their homes; only 5% of girls studying in elementary school are entitled to twelfth grade (Ghafary, 2019). Afghanistan is deeply religious and culturally conservative and there are many challenges to women's rights. Religion is used as a platform for accepting a culture of gender inequality, and in higher education Muslim countries have less equality, and fewer women. The low presence of women in higher education as a member of the faculty, and particularly in its higher levels (associate professor and professor) and management in general, and in higher education management in particular, is not only related to Afghanistan. This low presence of women in universities and management positions at the universities is not a unique problem for our country. Looking at UNESCO statistics and reports on female faculty members and women's academic leadership positions in different countries, including developed, developing and less developed. It is concluded that the percentage of women in various senior positions as faculty members is much lower than men in middle and operation (Ghafary, 2019).

Table 1: Abundance of faculty members by men and women in different countries in the years 2006

Total	Men		Women		Country
	Percentage	Number	Percentage	Number	
15233	71/4	10879	28/6	4354	Australia
15720	74/0	11640	26/0	4080	Canada
4693	66/7	3128	33/3	1565	New Zealand
39603	73/2	28978	26/8	10625	United Kingdom
1107	84/2	932	15/8	175	Kenya
5138	71/1	3653	28/9	1485	South Africa
4052	85/0	2442	15/0	610	Bangladesh
15702	76/9	12079	23/1	3623	India
2820	79/8	2250	20/2	570	Pakistan
3504	67/6	2367	32/4	1137	Malaysia
6963	83/2	1881	16/8	369	Singapore

The total number of female professors at public and private universities is more than 2,000, with more than 7,000 teaching at public universities and more than 1,200 at private universities, According to the Ministry of Higher Education in Afghanistan. Among the 779 female professors at public universities, 13 hold doctoral degrees, 287 hold master degrees and 479 have master degrees. The statistics show that women's presence and participation in various fields such as the labor market, participation in scientific and cultural associations, and in particular education, has increased significantly in recent years, but there is not much growth in the qualitative dimension despite the small participation. It has not attained the level it desires (Sam, 2018).

Diversity requires the development of a heterogeneous population capable of performing its ability in an equal working atmosphere where no individual or community of members has an advantage or disadvantage. Diversity management is very important to every organization, particularly in this era of globalization. Diversity management is needed to bring an end to unequal prejudice and thereby allow workers to perform on an equal footing. (Cannar et al., 2011). Gender-based job discrimination, in addition to inequality of job opportunities, also refers to gender-based wage inequality and employment status. In fact, specific occupations of women often have lower salaries, lower status, and more limited opportunities for advancement than specific occupations of men; And it has even been shown that increasing gender equality in work has the opposite effect on wage rates. Gender discrimination can result in costs such as affecting productivity and morale of employees (Loi, R et al., 2006). Some costs can be offset but others will be irreparable, such as damage to the reputation of a company. Accordingly, this study identifies and assesses the effects of workplace gender discrimination. Another purpose of this research is to investigate how gender inequality influences the effectiveness of workers (Moshfeghi, 2014). No statute has ever sought to describe specifically the word 'discrimination' in the sense of the labor force, which can be interpreted as giving the members of a certain group an unfair advantage (or disadvantage) relative to the members of another group Narrating the rulings of the courts, Ivancevich (2003) argues that, in reading Title VII of the 1964 Civil Rights Act and other statutes, the courts of the United States have ruled that both deliberate (disappearance) and accidental (disappearance) actions of the organizations involved which constitute unlawful job discrimination. (Cascio, 1995).

In society, discrimination between the sexes is seen in different ways. There are three types of discriminatory gender events reported by women categorized by a group of researchers.

- Discriminatory remarks and prejudice related to gender perceptions
- Unfair and humiliating behavior
- Unwanted and unpleasant sexual attention or sexual instrumentation.

The following is a review of some of the most important occupational and organizational impacts of workplace gender discrimination, as previous researchers have noted (Swim et al., 2001). The occupational consequences of gender discrimination, including job satisfaction, job stress and organizational commitment, as well as its individual consequences including gender identity is described as bellow.

Gender Identity

Self-perception theory is an account of the development of perceptions founded by the psychologist Daryl Bem. Bem's approach is commonly used by numerous social scientists, such as psychologists, sociologists, to explain gender identity and behavioral connections Bem's sex role inventory (BSRI) provides a straightforward indicator of gender orientation in which participants specifically rate various personal traits, resulting in ranking scale scores (Wood & Eagly, 2015). So, gender identity is one of the key effects on workplace employee performance.

Job Satisfaction

While widely known in literature on human motivation, Maslow's hierarchy theory of needs was one of the first hypotheses to analyze the key contributors to work satisfaction. The theory suggests that human needs create a five-level hierarchy that includes physiological needs, security, belonging / love, trust, and self-actualization.



Figure 1 Maslow's Hierarchy of Needs

Maslow's needs hierarchy was created to describe human motivation in general. Nonetheless, the main tenants refer to the work environment and have been used to illustrate workplace satisfaction. Fair compensation and welfare are some of the advantages within a company that help an individual fulfill their basic physiological needs. Biological conditions for human life are physiological requirements, such as air, food, water, shelter, clothes, warmth, sex, sleep. The human body cannot act optimally if these requirements are not met. As all the other needs become secondary before these needs are fulfilled, Maslow found physiological needs the most important. (Macaulay & Lawton, 2006).

Organizational Commitment

Organizational participation is an important profession and organizational approach that has been of concern to many scholars over the years in the fields of organizational behavior and psychology, in particular social psychology. There are several reasons that an organization should improve its members' organizational participation. First of all, a modern term for corporate responsibilities which, in general, varies from work dependency which material. For example, nurses may enjoy what they do, but they are dissatisfied with the hospital they work in, in which case they may pursue similar employment in other comparable settings or, on the other hand, waiters at restaurants may feel good about their working atmosphere, but may dislike sitting in the benches or their work in general. Secondly, research has found that organizational involvement has a positive relationship with outcomes such as work satisfaction, commitment, extra-social organizational behavior and job success and a negative relationship to the urge to leave (Macaulay & Lawton, 2006).

Job Stress

Work can satisfy a number of basic human needs, such as nurturing the soul and body, socializing, creating a sense of value, self-confidence and worthiness, however it can also be a big cause of tension. Job stress can be characterized as negative physical and emotional reactions that occur when work is needed. Or skills are not in line with employee needs. Job

stress is also the interaction between the working conditions and the employee's individual characteristics, and the associated pressures. Factors which cause workplace stress can be divided into three general categories (Moshfeghi, 2014):

Individual factors: such as role conflict, role ambiguity, personal goal conflict, unpredicted personal events and economic issues.

Organizational factors: including organizational structure, processes and policies, types of discrimination and factors of communication, job requirements, organization's physical conditions and the organization's life stages.

Environmental factors: including economic, political and technological factors.

3. RESEARCH MODEL AND HYPOTHESES DEVELOPMENT

Figure 1 describes the fundamental science model, which demonstrates the relationship between the two variables of the research. The relationships among particular factors in terms of (job satisfaction, job stress, organizational commitment, as well as gender identity) are likely to be affected by gender discrimination in the university. In this conceptual framework, there are hypothesized that the gender discrimination factor, influence the level of job satisfaction, job stress and organizational commitment, as well as its individual consequences including gender identity indirectly, which is shown below:

- H1: There seems to be gender discrimination among the employees in the university.
- H2: Gender inequality lowers the degree of work satisfaction among workers.
- H3: Gender inequality decreases the workplace contribution of workers.
- H4: Gender Discrimination increases the level of stress in employees.
- H5: Gender Discrimination decreases gender identity' employees.

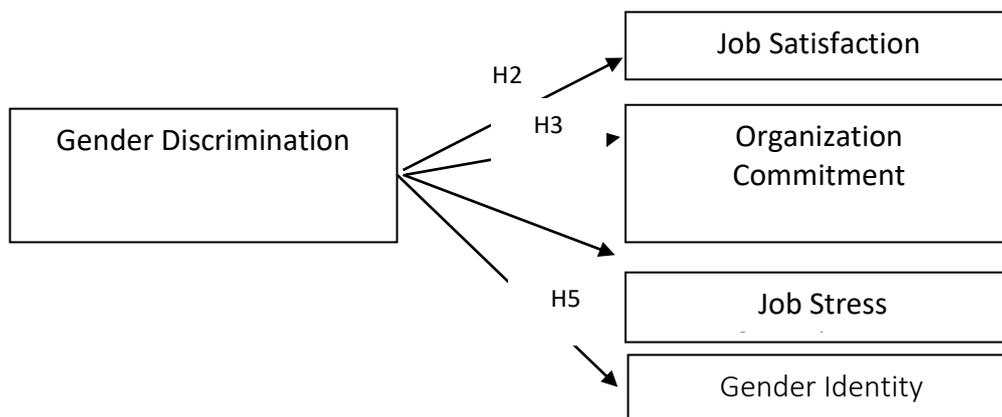


Figure 2 Research Hypothesis

4. METHODOLOGY AND SOURCES OF DATA

The study aims at contributing to the discussion on gender discrimination and its impact on employees among the staff of Ghalib University in Herat Afghanistan. Ghalib Private University was established in 2010 in Herat, Afghanistan. The university has 112 employees who work in different departments of the university. The present analysis is extended in terms of purpose and explanation of the selection process. The study was included employees of the Ghalib University, and out of 112 employees, 109 were selected by random sampling due to limited population using the Morgan Table. Data were analyzed using SPSS and Smart

PLS3.0 software. A researcher-made questionnaire was used to collect data. The questionnaire used was a closed questionnaire using a Five-point Likert scale. Five-point Likert scale has been used to ask the respondents how deeply they agree with each argument or disagree. Rate or Scale issues have been used to elicit input from respondents on gender inequality, happiness, corporate engagement and job tension. The questionnaire has two general sections; In the first part, the individual information or, in other words, the demographic information of the subject is questioned. This section has questions about: age, gender, education and background. The second part includes questions related to the measurement of the main research variables as well as the relationships between them. The validity of the questionnaire was confirmed by elites and professors centered on an alpha from Cronbach. The alpha of Cronbach is a measure of internal unity, that is, as a group, how closely connected a set of objects are. It is used as an indicator of reliability in size. In this research, an attempt has been made to measure the level of job identity by using the components of London, M. (1983). Toward a theory of career motivation. Which includes Job Involvement, Professional Orientation, Commitment to Work, and Identification with Organization. Job stress is a pattern of reaction when employees are exposed to job requirements that are not commensurate with their skills, knowledge or abilities. These demands may be in the form of large volumes of work, time pressure and constraints, hard work, or even an inability to show personal feelings at work (Chengju, 2014).

The most important factors that affect job satisfaction include salary, job security and job stability, good working conditions, the possibility of progress and advancement, and human relationships (Krause, 2005). Organizational loyalty is the willingness to remain in the organization irrespective of the risk of leaving the company or the organization's incentive of staying. Finally, the sense of responsibility to be a part of the association is expressed by normative dedication. The organizational engagement is, in other words, as follows:

1. Strong confidence in the embrace of the organization's goals and values;
2. A willingness to make a substantial effort for the organization;
3. A willingness to remain an organizational member (Mowday, 1988).

5. DATA ANALYSIS TECHNIQUES

SPSS 24 program was used for data processing in the descriptive statistics section of the report. Smart PLS3.0 program was used for data processing in the inferential statistics portion of the research, including fit of the calculation model, fit of the structural model, and hypothesis checking.

6. MODEL GOODNESS OF FIT AND MEASUREMENT

To measure the goodness of fit of the model, index reliability, divergent and convergent validity were used. Index reliability is sufficient for internal reliability calculation, and requires three parameters, including factor analysis coefficients, alpha of Cronbach, and composite reliability. Convergent validity represents the correlation between a construct and its indicators, and divergent validity is the relationship between a construct and its indicators in comparison with the relationship of that construct with other constructs, which provides a reliability approximation in line with the internal similarity of the indicators. An appropriate value is equal to and greater than 0.6 (Davari and Rezazadeh, 2016). Composite reliability (CR) is another criterion for calculating reliability. For CR, this value is equal to and greater than 0.7 (Nunnally, 1978). This criterion is also shown in table 2.

Table 2: Reports of Model Cronbach's Alpha and Composite Reliability

Latent variables	Cronbach's alpha coefficient (Alpha \geq 0/7)	Composite reliability coefficient (CR \geq 0/7)	Average variance extracted AVE (\geq 0/4)
Gender Discrimination	0.851	0.892	0.624
Gender Identity	0.920	0.949	0.862
Job Satisfaction	0.918	0.939	0.754
Job Stress	0.892	0.926	0.757
Organization Commitment	0.918	0.939	0.754
Gender Discrimination	0.851	0.892	0.624

Given the values of Cronbach's alpha and composite reliability recorded in Table 1, as can be shown, all latent variables of Cronbach's alpha and composite reliability surpass 0.7, which means that the model has good reliability., whether by Cronbach's alpha or by (CR). Factor loading was assessed by calculating correlation between indexes of a construct and that construct, and It has a positive value equal to and greater than 0.4 (Halond, 1999). Factor loadings are shown in Fig 3. Given that all factor loadings of measures are more than 0.4 in respective construct, this criterion is good and a criterion for optimal AVE is shown to be equal to and more than 0.4. In Table 2, the output results of the model are shown for AVE. As can be seen, the results suggest convergent validity of AVE is good.

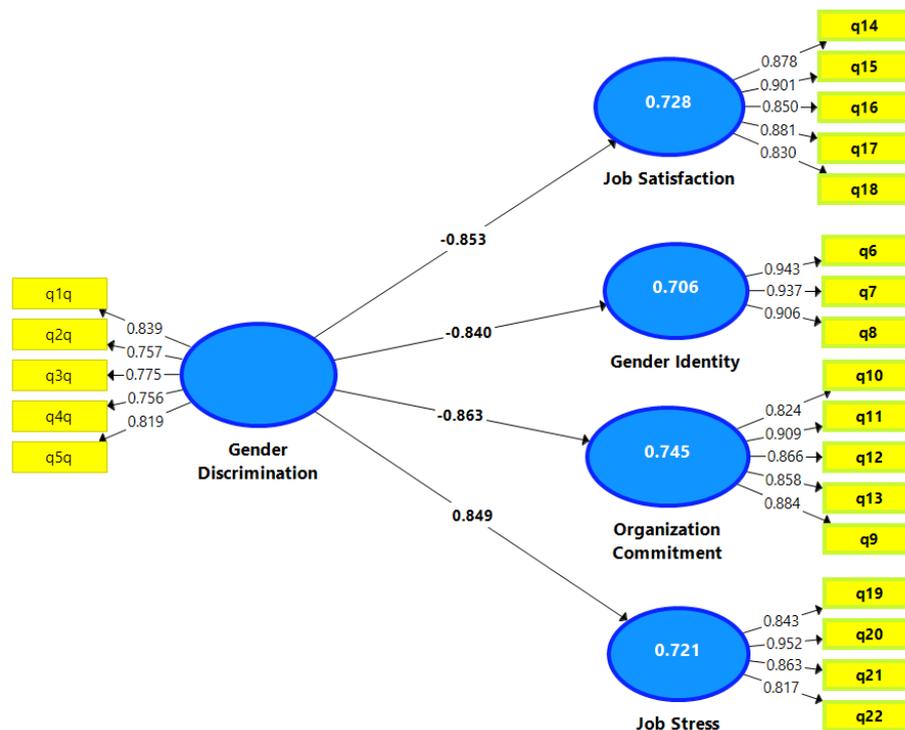


Fig. 3 Factor loadings of research data

Fornell-Larker's criterion was used to examine the divergent validity of the measurement model. According to these criteria, the appropriate divergent validity of the model means that the model construct has a stronger relationship than the other constructs. Fornell and Larcker

(1981) maintain that the divergent validity persists at a reasonable level whenever AVE for each construct is greater than the mutual variance for that construct and the other constructs in the model. This is done by a matrix in the PLS. Panel 3. Table 3. Shows squares containing values of correlation coefficients between constructs and squared values of AVE related to each construct.

Table 3: Fornell -Larcker calculation

	Gender Discrimination	Gender Identity	Job Satisfaction	Job Stress	Organization Commitment
Gender Discrimination	0.790				
Gender Identity	0.640	0.929			
Job Satisfaction	0.653	0.907	0.868		
Job Stress	0.749	0.920	0.800	0.870	
Organization Commitment	0.763	0.905	0.808	0.713	0.868

According to the results of correlations and squared AVE which is on the diameter of Table 3, we can conclude that divergent validity is at construct level according to Fornell-Larker’s criterion.

7. STRUCTURAL MODEL EVALUATION

Having evaluated the validity and durability of the measurement model, the structural model was tested by the relationship between latent variables. In the present research, the most used criteria were used for goodness of fit of structural model. These criteria include coefficient of determination (R2), predictability coefficient (Q2), and significance coefficient (T-values).

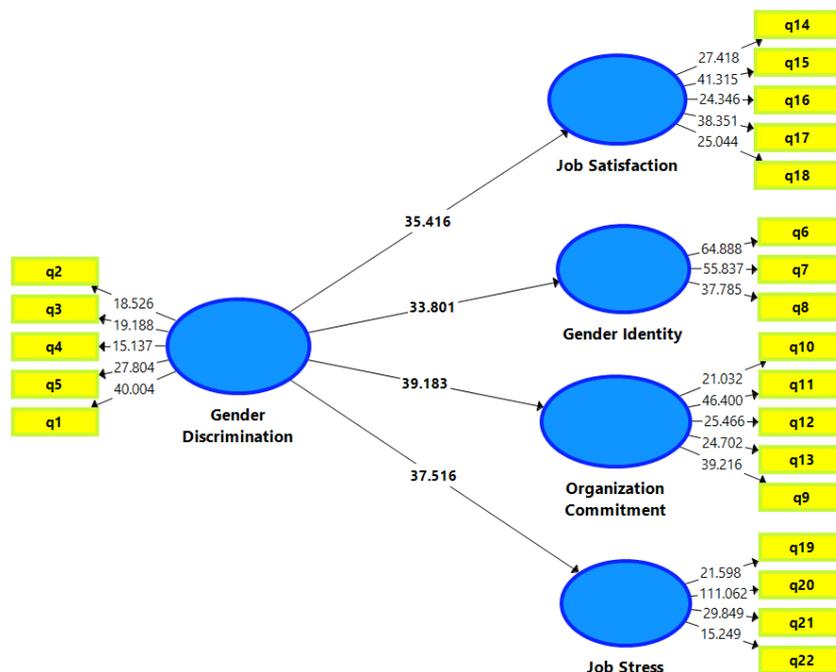


Fig. 4 Significance coefficients of research data

The findings of the structural model study in the table show the R2 criteria (R Squares) for the endogenous component of the research model. The findings of this criterion indicate that the three parameters are 0.19, 0.33, 0.67. According to Chin (1998) are regarded as benchmark values for poor, average, and strong, which was shown in the goodness of fitness of the structural model. The endogenous model is greater than 0.33, which indicates a relatively high fitness of the systemic model. In addition, to analyze the predictability of the model. Stone-Geisser criteria (Q2) has been used. Based on Hensler et.al. (2009) about the degree of model predictability of endogenous constructs, three values 0.02, 0.15, 0.35 are considered for poor, average, and strong predictability. Consideration of the outcomes of the criteria in Table 4. It can be inferred that the model has a reasonably good predictability.

Table 4: Coefficient of determination (R2) and coefficient of predictability Q2)

Variables	R Square	Q2
Gender Identity	0.706	0.573
Job Satisfaction	0.728	0.511
Job Stress	0.721	0.509
Organization Commitment	0.745	0.517

8. Research Hypotheses Test And Analysis

Table 5: Results of one-sample t-test of research variables

	t	Df	Sig. (2-tailed)	95% Confidence Interval of the Difference	
				Lower	Upper
Gender discrimination	2.415	108	.679	-.1525	.2332

Considering that the significance is higher than 0.05 and the upper and lower limits are positive and negative, it can be concluded that the gender discrimination variable is in the average limit (3) and shows that more than average people believe that there is gender discrimination.

Given the tested model of Pattern 3, T-value of all variables is more than 1.96, which indicates the significance of the relations. T statistic, if less than 1.96, means test rejection, and indicates significance of variable relations, if more than 1.96. Path coefficient between variables is given in Pattern 2. In what follows, according to Table 5, six path coefficients and t statistic of hypotheses are presented.

Table 6: Research model hypotheses test

	Hypotheses	Path coefficient	T statistic	Hypothesis result
Second hypothesis	Gender discrimination decreases job satisfaction among the employees	-0.85	35.41	confirmed
Third hypothesis	Gender Discrimination reduces organizational commitment among the employees	-0.86	39.18	confirmed
Fourth hypothesis	Gender Discrimination increases the level of stress in employees	0.84	37.51	confirmed
Fifth hypothesis	Gender Discrimination decreases gender identity' employees	-0.84	33.8	confirmed

(ns = no significant, *p < .05, **p < .01, ***p < .001)

The exact interaction of the variables has been studied. In order to validate direct relationships, the level of importance must be above 0.05 and the sum of critical path drag must be above 1.96, which means that all theories have been confirmed at a confidence level of 95 per cent. As Table 5 shows, all direct relationships have been verified.

9. DISCUSSION AND CONCLUSION

By the development of the technology, organizations are in situation to be able to surpass their competitors, because women, like men, have the power of creativity and innovation, even in some cases they may be more able than men to solve problems in critical situations, while in an organization there be gender discrimination and they should not use the power of women. They have lost a huge class of elite employees, so it is especially important to pay attention to this issue.

According to the result of first hypothesis, Gender inequality has a detrimental and important impact on employee satisfaction. This theory is in line with the findings of Memon & Kesari Jena (2017) research, so that the results of their research showed that the higher the level of gender discrimination, the lower the employee satisfaction rating. The findings of this research further suggest that the distinction between women and men decreases the degree of work satisfaction. And people continue to work with less satisfaction, and this can have bad results for the organization.

According to the second hypothesis, gender inequality has a detrimental and important impact on corporate engagement. The consequence of this theory is that the greater the degree of inequality between men and women, the lower the organizational commitment in the organization because as long as there is unfair treatment of people because of gender in organizations, the level of organizational commitment of employees decreases and commitment to the organization as well.

According to the third hypothesis, Gender inequality has a beneficial and important impact on work stress. The results of Channar et al, (2011) also indicate a positive and significant relationship between gender discrimination and job stress. This means that gender discrimination in organizations creates stress and employees continue to work with job stress, which also has several disadvantages. Therefore, by reducing the level of gender discrimination, the level of job stress can be reduced.

According to the fourth hypothesis, Gender inequality has a detrimental and important impact on work commitments. The outcome of the current research indicates that differentiation in gender can have consequences such as reducing job commitment. Employees who have low job commitment can also have other adverse consequences. Gender discrimination is one of the factors that may even lead committed employees to no longer have much commitment to their jobs. According to the confirmation of the hypotheses, it is clear that gender discrimination can have consequences such as reducing organizational commitment, job satisfaction, job commitment and increasing work stress, so it is very important to pay attention to this.

10. THEORETICAL IMPLICATIONS

Gender discrimination is one of the factors that can have consequences such as leaving the service and organizations are witnessing the loss of many of their elite employees, so it is very important to pay attention to this (Cheung et al, 2016). As long as there is inequality and gender discrimination in an organization, employees are less satisfied with their job, and this dissatisfaction can also reduce the level of employee motivation (Rainey, 2009) and through

this inequality also reduces the level of job performance. Employees will continue to work with less energy, which will have consequences such as reduced productivity (Lee, 2012).

Gender discrimination causes job stress and distracts employees, reduces the level of productivity and profitability of the organization; and has many devastating effects in the organization (Memon & Kesari Jena, 2017), because sometimes in organizations rewards inequalities are given to male employees while women are equally or perhaps more accomplished than men, but such rewards have a negative effect on the morale of female employees due to gender discrimination. Over time, they suffer from burnout (Danish & Usman (2010)).

11. PRACTICAL IMPLICATIONS

As long as gender inequality has a detrimental and important association with work satisfaction, it is proposed that the organization pays men and women in comparison to their roles and does not pay heed to their gender. In punishing employees, it is better to do it regardless of gender. When promoting, the organization should promote people regardless of gender. Maybe there are women who are more qualified than men, maybe employees are more satisfied with this process.

Owing to gender inequality, which has a detrimental and important connection to organizational engagement, it is suggested that they increase cooperation between employees, because with cooperation between men and women, it can be noted that the result of teamwork is important, not gender. Use women to make decisions because women also have the power of perception and creativity. Perhaps even more men can be expected to increase the level of organizational commitment over time.

In the sense of gender inequality, which has a constructive and important connection to work tension, it is proposed that in the atmosphere of the organization, it should be institutionalized that men and women are equal., and managers to show in their behavior and ethics and work policies that the quality of work is important, not the gender of individuals. In organizations, salaries and benefits should be considered equally for all so that female employees can continue to work without stress.

Owing to gender inequality, which has a detrimental and important connection to work contribution, it is suggested that the organization can consider penalties for employees who harass women because of their gender so that others know why women should not be abused. Female employees can also achieve countless successes for the organization.

12. LIMITATIONS AND DIRECTIONS FOR FUTURE RESEARCH

In this current paper, the results of gender discrimination were investigated. In future research, cases related to gender discrimination such as glass rock and glass roof can be examined. In future research, a comparative study based on gender discrimination in organizations can be conducted to determine the extent of examined and compared the impact of gender discrimination separately. Each scientific research has its own limitations due to its specific nature; the present study is no exception to this rule. One of the limitations of the research is the effect of some out-of-control factors for the researcher such as people's thinking and attitude and its effect on answering the questionnaire, this will influence the quality of the data. The lack of generalizability of research findings is another drawback for this study. Because this research was conducted only in the company of the dominant private university in Afghanistan and it is not possible to generalize the results to other organizations.

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