

Gender Discrimination at Workplace:

A case study of Banking Sector

Student Name: Daniel da Trindade

Student ID: 2111123

Supervisor: Dr Jia Miao

Date: 27/10/2022



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Acknowledgment

Abstract

This study is aimed at evaluating the extent of gender discrimination in the banking sector. The study has demonstrated that gender discrimination has always been a vital issue in workplaces regardless of the industry. Women have to face a lot of issues at the workplace which leads to discrimination even though they are capable. The most common form of gender discrimination is the pay gap, career progression, and harassment. The literature has determined that women have to face discrimination in terms of their pay, bonuses, and promotions even though they are highly educated and have relevant experience. This is due to the common perception that women cannot work in long run and have to quit working. The findings have determined that gender discrimination is prevalent in the banking sector mostly in terms of the pay gap and career progressions. The women are not offered and promoted to managerial positions or are made part of the board as it is believed that they may face problems in managing their work and personal life. However, in countries like Europe, this gap has been minimised and women are not forming part of boards.

CHAPTER 1: INTRODUCTION

Research Background

In the contemporary world, significant development has taken place in the communication, technology, and entertainment industry. Due to globalisation, businesses are becoming complex increasing in the context of diversity management. Managers are looking forward to the strategies that can be used for supporting inclusion and diversity (Arshad, 2020). Nepal and Lertjanyakit (2019) said that to create work harmony, managers must determine each employee's interest and then should collaborate with the goals of an organisation. Managers need to make sure that employees are valuable jewels and they must be taken care of. Fair practice is the means through which they can sustain themselves in long run. One of the main principles that are dominant in the organisation is equal treatment.

Diversity and equality are an integral part of every organisation and through a diverse workforce; the organisation can deal with various types of customers. It is important to ensure that all employees are treated equally and gender should not serve as a factor influencing this problem. Employees must be treated equally and must be provided with all perks regardless of their gender (Singh & Dash, 2021). This is because discrimination based on gender is detrimental to organisation. Discrimination is defined as differing groups or individual treatment based on sex, religion, marital status, age, or others (Arshad, 2020). Singh and Dash (2021) said that gender discrimination is the belief that rights would be discriminated against based on gender through behaviour, action, and policy. Discrimination is intimidating and has a vital influence on the career of an employee.

Gender discrimination is prevalent in both developed and developing societies in different manners. In general women and more specific form, poor women are deprived of basic economic entitlement and opportunities that are available to men. There are wide inequalities between men and women in terms of health, education, ownership, and employment. Gender discrimination has its roots long back in the 19th century when women were not given any sort of rights (Arshad, 2020). The first movement for the right of women started in Europe and the US in the 19th century when women were given the right to vote. The second movement started in the 1960s in which various issues related to gender discrimination were handled. Workings were done with respect to the promotion of women's rights and a campaign was started for

equal pay and the elimination of other discrimination forms against women in the workplace (Mirza & Jabeen, 2020).

Over the past half-century, the decline in gender discrimination started to take place and organisations started to give women top positions along with the reduction in gender segregation and pay. However, it started to improve but the situation was still not good as women represented badly in the senior management positions as only 3% to 5% of women were offered top executive positions in the top 1000 firms. De Cabo et al. (2020) stated that women did not receive equal opportunities in the top management positions as men dominated them and women were found mostly in the lower levels. Moreover, the banking sector started to recruit women and men of similar experience and education in the mid-1980s but they were discriminated at the workplace in terms of position and pay.

Gender discrimination in the banking sector has been dominant in various forms such as access to bank credit and others. Due to lack of credit, economic opportunities for women are constrained both personally and in the household due to which their social and economic deprivation has deepened. Not only with respect to services but gender discrimination is also dominant in the working environment of banks (De Cabo et al., 2020). Women are not provided with equal rights and opportunities even though their experience and qualification are similar to men. They do not receive equal or deserving pay cheques as compared to men even though their efforts are more deserving. Apart from this, in the banking sector, women are not offered a position in higher management as they are not considered suitable for the place. This makes it tough for them to work effectively ultimately leading to higher problems (Cooke et al., 2019). Hence, this study is evaluating the general perspective regarding gender discrimination along with different dimensions in general as well as from the viewpoint of the banking sector.

Research Rationale

This research provides insight into gender discrimination in the workplace by taking a view of the banking sector. It has been noticed that gender discrimination is one of the most prominent problems in the workplace and even in the recent era it is dominant. The employees have to face gender discrimination in every sector which ultimately impacts their performance and growth. Due to gender discrimination, women are not able to achieve what they deserve in different sectors of the world. They have to face discrimination in the form of pay, career progression, and others. Hence, the purpose of conducting this research is to evaluate the extent to which gender discrimination is present in the banking sector. Even though gender

discrimination is a wide topic and a lot of discussions have been made on it but there are few studies that focus on gender discrimination in the banking sector.

Research Aim

The aim of the research study is to evaluate the extent to which gender discrimination is prevalent in the workplace using the case of banking sector.

I choose this topic because I would like to analyse the discrimination in banking sector regarding to the genders so, how women are treated compared to the men in terms of salary, board director, career progression. As well, I see this topic as fundamental to my career so that I can better prepare myself on how to deal with these gaps.

Research Objectives

The research objectives are as follows:

- To examine gender discrimination in the banking sector in terms of salary and career progression
- To determine gender discrimination in the banking sector in terms of harassment
- To determine any other form of gender discrimination prevalent in the banking sector
- To suggest ways to prevent gender discrimination in the banking sector

Research Questions

The research questions for the study are as follows:

- To what extent gender discrimination is in the banking sector with respect to salary or pay-out and career progression?
- To what extent gender discrimination is in the banking sector with respect to harassment?
- What other forms of gender discrimination are present in the banking sector?
- What are the ways to prevent gender discrimination in the banking sector?

Dissertation Structure

The structure of this dissertation is as follows:

Chapter 1: Introduction

This chapter presents the research aim, objectives, and questions on which the study is based. It also provides background on the topic to give an overview and to start the context of the study.

Chapter 2: Literature Review

This forms the second chapter of the study in which research objectives are discussed in the light of precedent studies. Studies conducted on the topic of gender discrimination are used to present what has been researched and to make sure that the research aim is answered considering the perspective of different authors.

Chapter 3: Research Methodology

This forms the third chapter in which the methods and approaches used for collecting and analysing data for findings are mentioned and explained. The use of methods and strategies are discussed in detail along with the rationale for their consideration.

Chapter 4: Findings and Discussion

In this chapter, the data collected is presented in the form of findings which are further discussed by considering research objectives and literature review.

Chapter 5: Conclusion and Recommendation

This forms the last chapter of the study in which an overview of the research is provided along with relevant recommendations related to the topic and for future research.

CHAPTER 2: LITERATURE REVIEW

Gender Discrimination and Banking Sector

Gender discrimination is regarded as a complex concept in the organisation that can be noticed in the organisational processes, structures, and practices. Arshad (2020) said that the root of gender discrimination started from the practices of human resources in any organisation. The reason is that these practices involve decision-making, policy development, and execution that have a direct impact on the recruitment, pay, training, and promotion of individuals. Usmonova (2020) stated that the problem of gender discrimination has been dominant in almost all working sectors since the start and till today it has not been completely prevented. Women despite their education, background, and experience still have to face discrimination in the workplace due to which their growth and prosperity are impacted negatively.

Researchers have time to time highlighted the differences between men and women which affect work performances. The differences are seen in the fields of solving problems, use of analytic and logical skills, learning and performing abilities, overtime and after-work hours official dealings, and other social adjustments (Card, Colella, and Lalive, 2022). There are areas where women outperform men and their working in some higher positions is essential for the success of the organisation. Differences are also seen in areas like absenteeism rate which is higher for women. Gender diversity means managing and implementing procedures and policies which are flexible for both women and men to work with. Both types of gender must not face any problem in managing daily tasks and making equally eligible for promotions and other benefits. The problems faced by women should not be a hurdle to achieving benefits and higher positions in an organisation (Card, et al., 2022).

Some researchers also indicate that the absenteeism rate among women is higher than among men, which requires the development of initiatives to manage diversity and overcome these problems, such as flexible working hours initiatives and timework. The latest statistics indicate that the labor force of women became 76% of the current workforce, compared to 1975 when was up to 59% (Labor force participation rate, female (% of female population ages 15+) (modeled ILO estimate) | Data, 2022).

Imam et al (2013) stated that women, particularly in the banking sector, have been facing trouble working but there are factors due to which they are still under-represented in higher

management positions and other places at the work. Even though there was the promotion of equality in experience and education in 1990, women were still stopped from reaching top executive positions. They had to face discrimination in the banking sector with respect to lack of job training, gender segregation, experience, marriage bar, harassment, salary or pay, education, and others. De Andrés et al(2021) highlighted that women in the banking sector were segregated into smaller branches and were not allowed to take part in the decision-making. Their involvement in the process and decisions were restricted due to their gender despite their capability and education. Mateos (2011) states that gender diversity in the corporate board of European banks. For this purpose, it has made use of sample of 612 European banks from 20 different countries. The findings indicated that there are three factors that lead to gender diversity in the bank board. First there is high proportion of women on the board in the banks that are lower risk. Secondly, banks that have larger boards comprises of higher women proportion on the board indicating preference for homogeneity on small boards. Lastly, banks with growth orientation include more women on the board as they are regarded as providers of different external resources which are valuable for the firms like bank. This means that European banks gives importance to women on the board for some particular reasons which can also be considered as a form of discrimination. The banks with greater growth rates of total assets have more women on their boards as they believe that diverse director resource provide diverse knowledge and experience under critical circumstances.

Therefore the proportion of male and female employees in the UK is 58% and 42%. The study shows that there is not much discrimination in the banking sector of the UK as they are continuously working to promote women in the sector. The pay gap in the UK banking sector is only 11% on the basis of hourly pay rate. The pay gap of Bank is not about equal pay issue as women and men are paid equally in equivalent jobs in the firm. Moreover, they are focusing on their policies and practice to ensure fairness for promotion process and annual salary (British Business Bank, 2019). This study is evaluating the problem of gender discrimination by doing comparison between banking sector of Kuwait and United Kingdom. The women employee in the Kuwait is facing challenges while entering banking sector as compared to men. The study made use of primary qualitative method in which it considered two banks of Kuwait to understand gender equality. The findings of the study indicated that there is strong prevalence of cultural and social factors that leads to gender ideologies and roles. The distinct feature of discrimination in the banking sector of both countries is pay gap and occupational segregation.

This was due to long working hours, unbalanced load, and discretionary practices for recruitment, selection, and promotion (Adel & Alqatan, 2019).

Additional an investigation was done in banking sector of Pakistan using survey to get the opinion of female who was working in that sector so that investigation indicated that the level of women between 5000 to 15000 and 25000 to 35000 keeping them between low and medium income. However, the majority of the females are qualified with master's degree working at middle level. The findings indicate that there is problem gender discrimination in the banking sector of Pakistan is prevalent in the form of stereotyping, harassment, glass ceiling, and family problems (RAMAY et al., 2013).

As well, a research was made to evaluate the status of Bahraini women in the banking and financial sector with respect to progress to board members and access to top management positions. The study has adopted both qualitative and quantitative methods to generate results in which it has conducted interviews and distributed questionnaires. The study indicated that total number of employees working in this sector is 14,675 from which only 37% are Bahraini women indicating 25% of total workforce. The findings showed that around 8% of women are there on the level of Board of Director while it is led by men with being at 92%. The proportion of Bahraini women who received opportunity to get the CEO position is only 4.5% while for men it is 95.5%. This means that there is high level of discrimination in the banking sector of Bahrain that is not providing better opportunities to women to get on the positions of CEO and Board. Many of the women quit working due to social pressure in terms of managing their family and barriers to flexible working. Moreover, the environment in Bahraini banking sector is dominated in terms of masculine culture at all levels (Adel.D, 2016).

The study by (Holmberg, 2013) highlighted that in the Swedish commercial banks, of all the employees only 10% were women but there was a gradual increase in their participation and it reached 27% by 1937. By the 20th century, there was an increase in women employees in the banking sector all over the western part of the world. Even though women were given a promotion in the commercial banks both vertically and horizontally but there was still occupational segregation in the western banking sector due to which the earnings of women were less compared to those of men.

On the other hand, Amin (2015) analysed the gender wage gap and glass ceiling between the Sweden and the Pakistan banking sector. Therefore the result indicated that there is no gender wage gap and glass ceiling in the banking sector of Sweden. Women in the Swedish banks are

not discriminated and get equal opportunities as well as salaries but the female still have to face the problem of home responsibilities. However, in the Pakistan's banking sector, there is still problem of gender wage gap and glass ceiling. The results shows that the main problem that women face in the banks of Pakistan are gender stereotypes, discrimination, home responsibilities, societal issues, lack of education, organisational culture, and experience. They are not given competent offers in terms of salaries and bonuses. They are deprived of their right to get same bonus as that of male colleagues on the perspective that their effort is not similar to those in terms of working hard, overtime, and others. The study also determined some ways in the problem of eliminating gender wage gap and glass ceiling effect. It is suggested that laws against gender discrimination must be introduced in the banking sector of both countries. The domestic responsibilities must be shared by both men and women. In Pakistan, the women must be encouraged to work and must be offered equal opportunities in terms of training, education, and job. Moreover, the problem of gender wage gap can be minimised by improving experience and human capital as well as skills of women. It also determined that there are six ways that can be used to reduce glass ceiling which are talent base promotion and recruitment, elimination of biased performance evaluation, mentoring relationships, providing flexible working hours to both genders, and adopting zero tolerance policy.

Forms of Gender Discrimination

Gender discrimination is regarded as an important concern for organisations. According to the survey by Pew Research Center, 42% of the women in the US faced some form of gender discrimination at their workplace (Center, 2020). Some of the common types of gender discrimination include unequal opportunity to pay, unfair treatment, getting less support and recognition from supervisors, less opportunity for promotion, harassment, provided with low demanding or not so important tasks, and others (Heilman & Caleo, 2018).

Pay Gap

Usmonova (2020) stated that one of the most dominant forms of gender discrimination in the workplace is the wage rate or pay gap. Women are mostly offered low pay rates as compared to men even though their experience and education are the same. In most organisations, women are not provided similar rights with respect to salary due to the perspective that women do not have responsibilities on their shoulders, or they cannot report to work as effectively as men, and many other reasons. Hoff (2021) highlighted in his study that on the basis of annual gross

earnings, women working full time in the financial industry are earning 55% less as compared to men. This is almost double the national average and in general working full time are earning 28% less as compared to men. Women have to face the problem of lower pay for the same position and occupations as those men.

Meara et al(2020) highlighted that the educational attainment of women is higher than men are 37% of women have advanced degrees, while, only 32% of men have a college degree. Even then men with a college degree make more per hour than women with an advanced degree. The chart below indicates that women are earning less than men in every educational attainment which leads to a high level of discrimination. This has made it very difficult for women to work effectively in any sector because inequality in the pay even due to similarity in educational levels lowers their motivation and engagement. This ultimately impacts them in the long term as they are not able to perform to the full extent and get promotions in terms of pay, bonuses, and position (Kroeger et al., 2016).

Women earn less than men at every education level

Average hourly wages, by gender and education, 2015

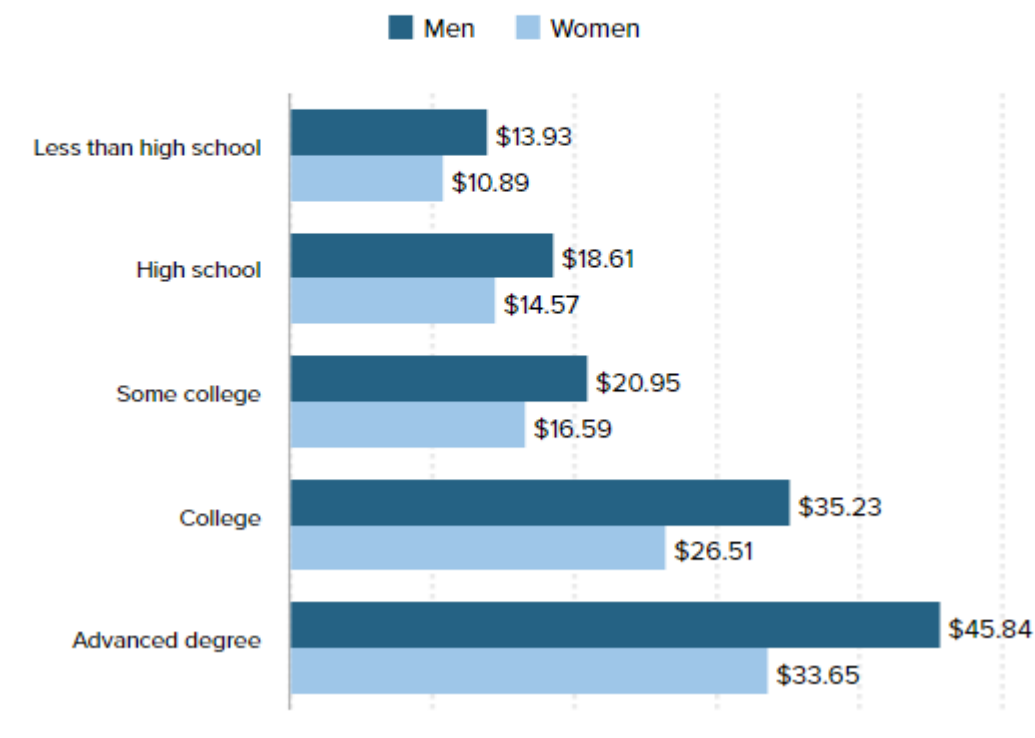


Figure 1: (Kroeger et al., 2016)

Career Progression

Tabassum and Nayak(2021) stated that career progression is an important aspect for both employees and the organisation because the development of an organisation is dependent on the career of employees. An employee can develop their career with the help of managerial as well as professional experience and skills that brings them promotion and rewards. Liani et al(2020) agreed with the fact that said that career development comprises responsibilities and higher status within an organisation. In order to move to a higher position, an employee has to give a lot of time and effort for business betterment. De Cabo et al.(2020)further added that even though career progression is an important aspect for all employees but still it is most prone to gender discrimination. Many of the top management and senior executives claim that women do not have the desire to excel in current job positions. They lose the desire to excel due to different reasons such as family demands, stereotyping, lack of opportunities, and most importantly discrimination.

It has been analysed from the study by Harnois and Bastos (2018) that gender discrimination is also present in the workplace in the form of restrictions on growth and promotion. They are not promoted to higher management positions even though they are well fit for the position due to various misconceptions. People believe that women cannot lead men effectively and that it won't be suitable for them to get promoted to higher positions due to which they are kept at lower levels. The career progression of women managers is regarded as a glass ceiling which are artificial and invisible barriers that women face at the time of promotion to higher managerial levels. According to Imam et al(2013), to reach the top level, women face problems as they are not considered in the hierarchy for the top position and male employees are given preference. This is majorly due to the concept that women do not desire to reach the top level or they cannot lead especially men.

Orbih and Imhonopi(2019) highlighted that the career choice women make is based on their qualifications, abilities, environment, and skills. Two themes influence the choice of women in an occupation which are the relationship of women with their occupation and the relationship of women with the environment and people. For instance, the factor that impact the career choice of women in Bangladesh mostly support their living needs and job satisfaction. However, some factors influence job satisfaction of women bankers in Bangladesh which are better work, salary, supervision quality, recognition from a supervisor, and better job. Orbih and Imhonopi (2019) further stated that to determine the relationship of women with their

environment and people, a qualitative study was conducted in commercial banks of China. This study indicated that parental peer influence, stability, education, norm, value, and passion influence the decision of women in taking banking as a career. This indicates that the career choice of women is highly influenced by the environment and people.

Harassment

Heilman and Caleo (2018) highlighted that the other main form of gender discrimination in the workplace is harassment. Women are harassed in many different forms either in the form of physical abuse or verbal assault. It has been noticed that almost 80% of cases were reported by women as compared to men which are only 16% to 20%. This makes it difficult for women to work effectively in the market and earn a viable reward (Shaikh, 2019).

To support women professionally Banks must provide a safe work environment. India banks were surveyed in this area, and it was found out that there is awareness of the harms of sexual harassment, and the act of sexual harassment of women in the workplace is also followed in many financial institutions, however, many banks in the survey do not show the inclusion of sexual harassment plan in their policies and procedures (Woetzel, 2015). An organisation with no sexual harassment policy often faces employee turnover, absenteeism, low productivity, and low revenues. Other study shows that late working hours also leads to harassment within the workplace and also outside the workplace. Therefore, financial institutions should also arrange safe transportation to avoid and minimise sexual harassment (Why we need to calculate the economic costs of sexual harassment, 2022).

A study by (Nauman & Abbasi, 2014) investigates various factors that lead to sexual harassment in banks. The factors identified are privacy in the office setup, work ethics, and lack of appropriate organisational policy related to sexual harassment. Lack of ethical standards in organisational practices leads to sexual harassment (Nauman & Abbasi, 2014). Previous literature shows that organisation that is less professional does not follow ethical practices and proper code of conduct and female employees are at risk of sexual harassment. Organisations where ethical codes are well drafted and followed employees feel hesitant to harass female employees or any other employee where proper code of conduct and ethical standards are followed (Kraats, 2021). Office setting also plays role in motivating sexual harassment activities. Studies show that females who work in an office environment where are isolated in a room and cannot be seen from outside face more frequent harassment as compared to the one who is in open places seen by all customers and other employees.

Privacy in the office environment leads the perpetrator with more chances as there are fewer chances of other people seeing sexual advancements and acts (Nauman & Abbasi, 2014). The third motivation factor for sexual harassment is the lack of organisational policies related to harassment. According to literature, many underdeveloped countries have no sanctioned rules for dealing with and controlling sexual harassment cases. Laws and awareness regarding sexual harassment will make women employees more confident in disclosing and complaining about sexual harassment. Females will experience less harassment when fines and penalties are imposed on perpetrators. Imposing laws regarding sexual harassment and training female employees will minimize harassment cases in many organisations (Rosigno, 2019).

Others

One major form of gender discrimination in the workplace is pregnancy discrimination. Organisations hesitate to hire female employees even though they are capable due to their desire to start a family and leave the workplace after some period. Employers believe that females would eventually end up getting married and starting their families which would impact their working abilities and desire. This also restricts employers to give women promotions and senior positions. Card et al (2019) said that working mothers are found to have lower wages than their male colleagues irrespective of experience and credentials. This is because employers believe that working mothers cannot give much time to work and ultimately end up giving up their careers and jobs. Due to this common phenomenon, many mothers are not paid good salaries and are even deprived of their right to promotions and bonuses.

Liani et al (2020) highlighted another form of gender discrimination in the workplace which is age and racism. It is noticed that older women are offered fewer opportunities believing the fact that they do not have stamina and cannot give maximum effort in working. While on the other hand, it does not matter how old the male is because it is counted as their working experience. This is one of the major discrimination that females have to face and that impacts their living standards. Apart from this, racism is also an important concern because many women are not offered good jobs and positions based on their religion and sects. In some of the workplaces, the women even hired are not offered good salary packages because they belong to a different culture or religion even though they perform must better.

Ways to Prevent Gender Discrimination

A good number of researches have been linked to the advantages of diversity in the organisation and excellent performance in terms of group work, creativity and innovation in work processes, problem-solving, and customer satisfaction. Other advantages highlighted in the research are higher employee motivation, retention, reduced recruitment costs, and improved employer reputation. Many organisations are planning to make it part of their strategic planning due to its high advantages. However, only promoting diversity in organisation cannot make full potential of advantages, and there is a need for managing diversity to some certain level in an organisation. For optimum utilization of diverse forces, diversity management practices are essential (Card, Colella, & Lalive, 2019)

The first step in gender diversity management is eliminating or minimizing gender discrimination. Previous research shows that gender relations are seen at all levels of organisations are organisational structures, work practices, task assignment, rewards and compensation. The aim is to minimize the feeling of discrimination at the level of both genders. For this purpose, the leaders must investigate what cultural view of gender ideology exists in their region or country, and how to reflect that in formal policies of organisations (Bracke, 2021). At organisational level, many researchers believe that gender differences occur are due to the organisational structure and not related to individual thinking and preferences because all dealing are due to organisational tasks, labour and requirements completion within organisation boundaries and physical space. All social interactions are also due to organisational activities; therefore, the focus must be on minimizing gender discrimination at organisational system level. However, separate steps and procedures are required to make gender equality or diversity sustainable (Bracke, 2021).

Sustainable business means maximizing their total social contribution by adopting the opportunities, and managing risks those effects economic, environmental, and social aspects (Siswanti, 2021). Sustainable finance is part of Global Sustainable business which demands financial institutions to run their financial activities according to the three bottom lines that are Environment, social, and economic aspects. Financial institutes have promoted sustainability at the Governance level, and economic level, and also covered the environment. However, in many financial institutes like banking, the social aspect has been neglected considerably (Ingrams, 2018). The literature lacks comprehensive guidelines on improving gender equality in financial institutes, (Ingrams, 2018) has highlighted four areas where financial institutes such

as banks can minimize gender discrimination and boost equality. These areas are Leadership and Governance, Workplace practices, Customer practices and outreach, and Client dealings which promotes women to visit banks themselves on regular basis. These business areas are elaborated as follows:

Leadership and Governance

To promote women in leadership and Governance role four dimension needs to be considered: First, gender equality must be the core value of the company, the second is the addition of gender consideration in all policies of the institute, addition of more women in the higher management, and make the system transparent for promoting progress and accountability. These points are explained in detail in the following points:

Gender equality can be enforced successfully only when it is made an important core element of company values and mission. Gender equality should be implemented at all levels including non-workplace practices also. It is suggested in (Lopes, 2021), that gender equality can be made sustainable only when equality is implemented at all levels of the organisation, and internal authority and different departments have strong connections and understanding in implementing it across all areas of the banking business. Such practices will help include enough women in every department of the bank, and their voice will not be overshadowed by men employees (UN Womwn, 2021).

The second area which must be focused to improve gender equality at Governance level is to increase number of women in board of directors. According to various studies, organisations with women in CEO and other higher positions results in higher profits and revenue for companies. Irrespective of sector, women CEOs achieve 10% higher return on investment as compare to men. Some other studies shows that 53 percent higher returns on equity, 42 percent higher returns on sales, and 66 percent higher returns on invested capital (Stanley, 2021)

The third step is to promote women in management positions such as manager, Regional Heads, and business managers. Women manager brings valuable benefits to the workplace. Women managers will motivate other women employees in working hard and achieving higher position; moreover, they will serve as source of motivation for improving other women performances in the banking which will benefit the banking institute also. Men employees working under women managers will result in understanding and appreciating women skills, and other authoritative decisions. The corporate culture will become more inclusive of women

if their number is increased at management positions. Women also have unique knowledge and skills that help maintain gender equality and minimize conflicts as compare to men managers (Ingrams, 2018).

For gender goals and achievements transparency is important from top to bottom level management. Transparency must be seen in managing human rights, tracking performances, and other parameters. Special goals must be designed and implemented by the bank for ensuring transparency in all practices. These designed plans and goals must be made public to all stakeholders for accountability and outcomes (Ingrams, 2018).

Workplace practices

To make workplace practice gender discrimination free, the first step is to perform a diagnostic test. This test will help identify gaps and weaknesses and an action plan can be next developed to make global best practice for sustainable gender equality workplace.

Women perspectives bring many benefits and plus points and financial sector is one of the sector which has minimum number of women as employees and thus deprived of such useful perspectives. Increasing women overall in the banking sector will help in increasing women voice in a sector which is controlled globally by the men since its inception. The first step in this case is to change the policies of HR department. The banks must analyze why hiring is low in the banking sector, and devise new strategies and policies for hiring more women in banks. They should also consider taking new initiative such as collaboration with the universities to hire and train new female employees. This will help in decreasing the gap between genders of employees in the banks. After improving hiring phase, the next step is to give opportunities to women in promoting to higher position. Their gender specific problems must be given importance and priority in posting and promoting employees which is essential for increasing women number in the banks (Maj, 2018)

Women in financial institutes must also be supported personally and professionally. They must give equal opportunities to women in developing expertise and also make steps to reduce women turn over in the banks. To create conducive work environment, reducing pay gap is also essential, which is also related to workplace practices. Creating workplace policies and procedures related to supporting women must be part of banking sector, such as equal opportunity of training and mentoring, addressing other harmful workplace practices. The important points which are elaborated in study in (Maj, 2018), is that women to women

mentoring is important, however senior males also understands problems and challenges of younger women and they try to create a culture which enables women equal engagement. Women can be supported personally by making workplace practices flexible by enabling them to be mothers and also contributing to the economic development of the organisation and country. They should make leaves (both for child care and other family care), flexible working hours and postings near their homes policies to reduce the female turnover rate (Maj, 2018).

Encouraging Women to progress

The higher management must encourage women to progress and motivate them to apply for trainings and promotions opportunities provided by the organisations. It will help women employees to polish their skills and move towards higher position. Women normally themselves do not apply for such opportunities thinking they may face problems. In KPMG UK, like managers are directed for ask female employees whether they have applied for such opportunities or not. If high potential females do not apply for trainings and other similar opportunities they are asked the reason and all sort of help is provided in order to motivate them to go further (People and Leadership, 2021).

Removing the Gender Pay Gap

Worldwide in every sector there are gender pay gaps. Men earn more than women at same level of organisations with same level of education. Many studies shows work and policies needed to make the gender pay gap reduce. One reason for gender pay gap is that women do not negotiate their salary as compare to men. Banking and other financial sector can improve their gender gap by being transparent about the wages, and they must ensure women are not receiving less pay than the male employees in same roles and qualification. This will encourage female applicant and employees to stay longer in banks and also improve their skills and qualifications to move to upper positions (pwc, 2021).

In Chile, initiatives like Gender Parity Accelerator has helped to close the gender pay gap in many public and private organisations of the country. The program has significantly improved the prospects of women working in different sectors. It has not increased the number of women in many top positions but also made their salaries equivalent to the male employees. The program was run with the help of World Economic Forum and the Inter-American Development Bank (Weforum, 2021). SMEs have improved significantly with gender pay gap of only 1.4% in the year 2020 (Weforum, 2021).

One of the ways to minimise gender pay gap is to use technology. Advance technology can help in narrowing the gap. The technology tools can show the actionable insights related to salary, gender, performance and their positions. This will demonstrate the difference between the pays in detail without any discrimination. Some Artificial based tools helps in analyzing and comparing compensation rates within any organisation against different gender types and positions in other organisation. Such tools are designed doing the equal employment opportunities in the particular region.

Female Mentors

Some studies have suggested a strategy to make women mentor men to reduce the gender gap or discrimination. Mentoring is important part of workplace which helps an employee progress their career. When women mentor men, it helps both the genders. The method allows the people to learn more about the different working styles and leaderships approaches. This also leads to more empathy, respect and tolerances towards different genders. Understanding differences leads to eliminate the differences. Accepting women in lead roles and as mentors will make men understand how women can work and move in same position as men do (Strydomb, 2021).

Improving Policies

Gender Diversity policies must be added into every aspect of banking. One of which is the recruitment processes. Different strategies such as gender balanced list or name blind list must be used in all recruitment processes for fair based decision. Some other techniques are enforcing minimum number of women in interview panels and providing training to women before interviews for increasing chances of their selection and removing any misunderstanding which leads to their low confidence during interview. For retaining female worker and minimizing their turnover in financial institutes flexible and separate policies for their working hours, parental leaves, place of posting and appropriate trainings facilities are being designed.

Summary and Research Gap

Closing the gender gap is difficult and all efforts are still in its preliminary stages especially in under developed countries, and success of proposed strategies is still far behind. However, studies have also revealed that the indirect positive impact on organisations. The literature shows that female leaders are source of motivation for women working in lower positions, and

they in turn work with full motivation and interest to aim for higher ranks. Therefore, female leaders further helps in increasing gender diversity in organisations. When boss is female, lower gender discrimination is seen in organisations. Females are more confident doing their daily tasks, and manage well between work and family life when working under female leaders. Some studies have also highlighted dissatisfaction of women under female leaders and also negative perception and low performance of male staff under female leaders. In order to reduce the equality gap in banking sector, increasing women employees is not only required, but also devise strategies to improve their skills and expertise to move to leadership and managerial roles is also required. The literature review revealed some of the problems women place on workplace particularly in banking sector and some possible solutions to minimize the gap. However literature still lacks proper listing of problems with their particular solution specific to the banking sector. Therefore, the study aims to evaluate the extent of gender discrimination and strategies used by taking different examples of banks.

CHAPTER 3: RESEARCH METHODOLOGY

Due to the time limit the I was not able to collect the primary data such as questionnaire or face to face investigation to conclude this research study, however, the secondary data was searched and collected to conduct this study.

The nature of the study is quantitative in nature as it is focused on evaluating the concept of gender discrimination within the banking sector. The research methods used for conducting this research study are detailed below:

Research Philosophy

The research philosophy is defined as the belief about manner in which data related to a phenomenon is collected, evaluated, and considered. There are three main research philosophies which are pragmatism, positivism, and interpretivism. Positivism is about the view that knowledge is present outside of what is being studied. This means that the research can be done objectively and there are no considered or personal viewpoints or opinions. Under this philosophy, knowledge is attained with the help of empirical research that is dependent on observation and measurement. The knowledge is obtained from research instead of being dependent on human perspective (Kumar, 2019).

While on the other hand, interpretivism research focuses on the cultural and social factors impact on an individual. People's ideas and thoughts are faced but only in the context of socio-cultural aspect. At last, pragmatism research philosophy focuses on the use of best tools for the purpose of investigating phenomenon. The aim of this method is to do research from the practical perspective in which knowledge is not fixed but is interpreted and questioned (Kumar, 2019). Hence, considering the study, the research philosophy used is interpretivism as it revolves around evaluating the social factors that influence individuals such as women in terms of gender discrimination.

Research Approach

Research approach is the procedures and plan for research that leads the steps from wide assumptions to specific methods for interpretation, data collection, and analysis. The method that will be used for the research can be either inductive or deductive. It is important to select the right approach as it contributes to decision-making with respect to data collection and analysis. The inductive approach involves the development of theories through research instead of starting research with a theory. While the deductive approach starts with a theory and focuses on testing it or building it from research through the use of hypothesis testing. The approach of inductive is mostly used for qualitative research and the deductive approach is used for quantitative research that is usually informed by positivist philosophy. Considering the nature of this study, the inductive approach is used because it is following interpretivism philosophy (Flick, 2020). Apart from this, this research study is qualitative in nature and involves making use of research for developing a theory regarding gender discrimination in the banking sector.

Data Collection

Data collection is one of the most important parts of any research study because it leads to the findings. There are two types of data – primary and secondary data that are gathered considering the nature and approach of the study. Primary data is regarded as first-hand data because it is collected or gathered by the research itself and does not belong to any precedent research or study. However, secondary data is second-hand information because it is already available on different platforms whether online or offline. The collection of data is highly dependent on the requirements of the research study which is what is the aim of the research and what is going to be evaluated (Devi, 2017).

A secondary data collection method is used because it aims to determine the extent to which gender discrimination is present in the banking sector. It is considering banking sector of different countries in the world and it aims to have a look on how gender discrimination is present in the overall banking sector so collecting primary information won't be feasible. It will make use of different studies that has been conducted in the past and analyse them to come on a conclusion. Various studies are searched using online databases and search engines and the relevant ones are selected using inclusion and exclusion criteria.

Keywords

In order to search relevant articles, particular keywords has been used which includes gender discrimination, workplace gender discrimination, gender discrimination and banking sector, women discrimination at workplace, workplace and discrimination. Different articles are filtered out by using use of these keywords to make sure that only relevant articles are searched for conducting this study.

Inclusion and Exclusion Criteria

In order to present findings effectively, inclusion and exclusion criteria has been developed to make sure that right studies are considered and used. In total 50 articles were searched by using use of above mentioned key words from which only 10 articles were shortlisted after excluding duplicate articles and conducting abstract screening. The inclusion and exclusion criteria that are used for this purpose are as follows:

Inclusion Criteria	Exclusion Criteria
Articles published between 2010 to 2020 were considered	All studies published before 2010 were excluded
Studies focusing on gender discrimination in banking sector has been emphasised	Studies involving gender discrimination in other sectors has been excluded
Studies available in English language were used	Studies available in languages other than English were excluded
Articles that were available in full were considered	Articles with only limited sections available only were excluded

Data Analysis

Data analysis is the process in which the data gathered will be analysed by making use of an appropriate method or approach considering the type of data collected. There are two types of data analysis techniques which are qualitative and quantitative. The qualitative data analysis

technique involves the analysis of data that cannot be quantified (Kumar, 2019). It involved understanding and providing insights into the attributes and properties of participants or objects. It is basically used for getting a deeper understanding of why a particular phenomenon has occurred. While on the other hand, quantitative analysis is about the numerical evaluation of the data collected and is objective. It focuses on understanding the event's occurrence and then interprets them by making use of statistical approaches (Flick, 2020). In this research study, the qualitative data analysis technique is used under which content analysis is being performed. This is because it helps researcher to evaluate patterns in different studies available on gender discrimination in the workplace. The findings of the selected studies are presented in tabular form and the content is analysed so that only relevant information is provided.

Ethical Consideration

In this research study, the main ethical consideration is plagiarism because it is based on secondary data. The research has to make sure that all the information used is not copy-pasted from any online article or report but instead has been written as per the researcher's viewpoint. Plagiarism is one of the most imperative ethics as it leads to criminal offenses and could make it difficult for the researcher to work. Therefore, at the time of working on this study, it has been made sure that all the information gathered from precedent researches are paraphrased and referenced properly to provide support. In addition to this, data authenticity is also considered at the time of working on this research study. It will make the complete study vague if the data collected is not authentic which leads to generating unreliable findings.

CHAPTER 4: FINDINGS AND DISCUSSION

Findings

In order to present findings of the study, some articles are selected after screening them by using inclusion and exclusion criteria.

Usmonova (2020) presented an article where the purpose is to evaluate the impact of Great Recession on the Gender wage gap from 2001 to 2017. The data used for this study was collected in U.S. Census American Community Survey. According to the investigation there is great level of discrimination in terms of salary. Even though, women get higher level of management, are competent, qualified and competitive, they still did not receive equal pay as

men despite being at the same position. As well a research study realized in the Chinese Commercial Bank to evaluate the career of women manager in terms of discrimination has concluded that women in the banks of China faced discrimination in the form of recruitment, maternity leave, and promotion. Being at the position of manager, they still have to face problems in terms of their male colleagues as they believe that they are far better from them. They face the problem of mocking at the workplace and even have to go through difficult phase when leading males in the team (Fei, 2017).

A career progression also was investigated in bank of Nigeria to analyse the impact of career choice and to determine the barriers with respect to career advancements of female bankers. This study made use of quantitative methods under which it conducted in-depth interview and shared close ended questionnaire to female bankers in Lagos, Nigeria. The findings indicated that factors such as hope for career progression, employment opportunities, prestige, personal skills, remuneration, job attractiveness, qualification, and job suitability impacted the career choice of female bankers. However, there were some barriers to female career advancement which includes strict policies related to banking promotions, family responsibilities, and employment policies as well as practices. The study also determined that there is no form of gender discrimination present in the Lagos banking sector. Hence, the findings of the study concluded that it would assist in the better understanding of the female bankers in the career development in Lagos state. The study was recommended that banks must promote the personal wellbeing of their female workers, review promotion and employment policies, and introduction as well as implementation of family friendly policies (Orbih & Imhonopi, 2019).

Discussion

The aim of the research study was to evaluate the extent to which gender discrimination is prevalent in the workplace using the case of banking sector. Research initially tried to examine gender discrimination in the banking sector in terms of salary and career progression. In results it was founded that there is lot of gender discrimination in the banking sector in terms of salary and career progression.

The process of selecting a career path is on-going and takes place at a variety of junctures during the life cycle of every individual. There is no set order in which events in a woman's life, such as going to school, getting a job, and having children, take place in chronological

order. They may opt to stay at home in order to raise their children, delay having a family in order to focus exclusively on their careers, or delay creating a family in order to focus solely on their careers. Rather than being entirely driven by internal impulses, women's career decisions are frequently impacted by a convoluted web of different external forces. The ability to multitask as well as the need to look after loved ones is both essential components of the relational orientation. Women have shown an interest in historically male-dominated careers, despite the fact that they face prejudice in these fields. The roles that women are expected to play and the careers that they can legally pursue are predetermined by society. The fact that women's decisions about their careers are influenced by a number of different circumstances has given rise to much discussion. The writers have made it very clear, by using these explanations, that women make significant sacrifices in their pursuit of work-life balance, family life, and other objectives.

To begin, it's common for women to simultaneously plan their professions and their children, which makes the process more complicated for women than it is for males. Second, when it comes to choosing a job path, women may be influenced more by the expectations of society than by their own skills and passions. In addition, Sposito women use a strategy known as "rational cost utility calculation" to select careers that provide them the flexibility to maintain a healthy balance between their personal and professional lives. Despite the significant increase in the number of women participating in the labour sector, a disproportionate percentage of them are employed in lower-paying positions, and they are underrepresented in management posts. According to the research conducted on women working in Australian banks, the following factors were determined to be significant: training and development, employment experience, work hours, occupational type, corporate changes, and career opportunities.

From the finding, it has been analysed that gender discrimination is one of the main prevalent problem in the banking sector. The studies indicate that women in the banking sector have to face discrimination mostly in the form of career progression and growth. They are not offered top managerial positions or given part in Board of Directors mainly due to their gender. There is common perception of women being burden with family responsibilities that makes it difficult for them to work in this industry. This has been backed up by literature in the manner that women are not offered top positions in the workplace due to the fact that it is believed that they are responsible to managing their family and might quit to this burden. There is high perception that women are most likely to quit their job after marriage as it has direct influence on their ability and capability (Card et al., 2019). In addition to this, the findings also indicate

that women also lack behind in career progression due to the male dominant culture in the sector as indicated in the study by (Adel.D, 2016). In this study, the Bahraini women has to face discrimination due to strong masculine dominated culture in the banking sector because of which women are not given with the best opportunities that they deserve. This has been supported within the literature as it stated that there is male dominant culture in many of the workplaces due to which women are not able to reach top or higher positions even though they are capable and qualified.

Moreover, the findings indicate that women are discriminated in the banking sector due to gender wage gap. In many of the countries such as Pakistan, women are not paid competent salaries as compared to their male colleagues. The study by (Amin, 2015) indicated the comparison between Pakistan's and Sweden banking sector and the findings show that Sweden does not face gender discrimination in the sector but this problem is present in the Pakistan's banking sector. The women are not paid high levels of salaries despite of their abilities, qualification, and skills. There are also deprived of their bonuses sometimes on the basis that they are not giving efforts as compared to male employees. Moreover, the women in the Pakistan's banking sector face discrimination in other forms as well such as gender stereotypes, organisational culture, responsibilities and others. The literature has indicated that there is problem of gender pay gap at the workplaces. Women are not offered market competitive salaries even though they are qualified, experienced, and competent. They also face problem in terms of receiving viable bonuses and increments (Center, 2020).

There haven't been many studies conducted on women's decisions regarding their careers, but the ones that have been done have been able to investigate and analyse the factors that have played a role in shaping women's choices in the banking industry. A person's interests, values, personality, and values, in addition to their talents, qualifications, and the conditions in which they will thrive, will all play a role in determining the path that they will take in their professional life. When attempting to determine the elements that influence the career paths that women choose, the first place to look is at the links they have to their employment and their families. Banking is a popular field of employment for women in Bangladesh, primarily due to the fact that it enables them to maintain a steady income and provides them with a feeling of purpose in life. The degree of financial and emotional support that is provided to women while they are working can provide insight into how these individuals feel about their professions. There are a number of factors that could lead to an increase in job satisfaction among Bangladesh's female bankers. Some of these factors include a higher compensation,

work that is more satisfying, recognition from supervisors, high-quality supervision, and an overall improvement in working conditions. Secondly, a qualitative study conducted among Chinese female managers working at commercial banks found that stability, parental peer influence, norm, education, passion, and value all had a role in the women's decision to pursue a career in banking. The study was conducted in China. As a consequence of this, it would appear that a woman's social circle and the environment in which she lives have an impact on the career path she chooses.

Secondly research tried to investigate the gender discrimination in the banking sector in terms of harassment. In result it was founded that there is sufficient gender discrimination issues in the banking sector in terms of harassment. Inequality between the genders exists, albeit to varied degrees, in both advanced and developing countries. Women, especially low-income women, are denied access to economic resources and protections that are routinely afforded to men. Nutrition, healthcare, and education, as well as employment and property rights, are just a few examples where men and women are severely unequally served. One example is the unequal distribution of financial services for women and men. There is a consistent emphasis on the need of women having access to bank loans on equal terms. As a result, women's economic and social marginalisation worsens when access to credit is limited. Microfinance, also known as finance for self-help groups, has been the focus of policy initiatives in recent years aimed at increasing women's access to bank credit and savings (SHGs). Recent financial inclusion strategy in Pakistan sees microfinance as a crucial tool for reaching previously unbanked populations.

Sex-based harassment of a job candidate or employee is illegal. Harassment can take many forms, including "sexual harassment," which refers to unwanted verbal or physical advances, requests for sexual favours, or other conduct of a sexual character. Offensive comments about a person's sex might be considered harassment even if the harassment itself is not sexual in nature. Harassing a lady by, say, making derogatory comments about women in general, would be considered criminal. Both the harassed and the harasser may be of either sex, or they may be of the same sex. Simple mocking, offhand comments, and isolated incidences that don't amount to harassment are allowed by law but harassment that is so pervasive that it leads to a hostile or unpleasant work environment or to a negative employment decision is prohibited (such as the victim being fired or demoted). A client or customer who is not an employee of the company might be just as harassing as a supervisor or co-worker.

With the help of findings and literature review, it has been observed that gender discrimination is one of the major concerns at the workplaces. Majority of the discrimination is faced by women at the banking sector in various countries because of the common perspective that women cannot give their best effort. Countries like Pakistan, Kuwait, and Bahrain are still struggling with the problem of gender discrimination in terms of promotion, salaries, and opportunity to become Board of Directors. The major reasons behind this are the social pressure that they faced in terms of managing their family and lack of flexible working opportunities. However, there are some banks of countries like the UK and the Sweden that are working on the factor of discrimination and have been able to reduce it. This has been supported with literature review in the manner that organisations are adopting strategies such as improving workplace practices, promoting leadership and governance, removing gender pay gap, and others. They are also focusing on hiring female mentors as it helps in overcoming the perspective that women cannot guide or lead. It also promotes the sense of respect among workers and both the gender start to respect each other while working. Hence, at the banking sector, women face a lot of discrimination but efforts are being made by organisations to control this problem.

Pay gap

In the sphere of economics, fundamental rights and opportunities that are available to men are not afforded to women, particularly and especially to low-income women. When males and females are compared, there are substantial differences in a variety of aspects, including but not limited to health, education, property ownership, and economic engagement. It is possible to trace the roots of discrimination on the basis of gender all the way back to the 19th century, when women were still unable to exercise fundamental civic liberties. In the nineteenth century, there was a movement that advocated for the right of women to vote that emerged in both Europe and the United States. The second movement to arise during this time period was one that targeted discrimination on the basis of gender. The fight for equal pay and the elimination of the many other types of discrimination that women face on the job have both begun, and efforts have been made to advance the rights of working women. Over past fifty years, there has been a dramatic reduction in the inequality between the sexes as a result of an increased number of women being promoted to high management positions, as well as a decreased emphasis on segregated work conditions and wage gaps. Even while things were beginning to

look good, they were still a long way from being ideal because there were so few women being considered for or awarded senior executive posts at the top 1000 businesses. Women did not have equal access to opportunities due to the fact that men predominated in higher managerial roles and women were concentrated in lower positions (Center, 2020).

Career Progression

A bias against women who are interested in obtaining loans is one of the most common forms of sexism that can be found in the banking business. The lack of credit has severely limited the economic opportunities available to women, both on an individual and a collective level. This has contributed to a worsening of women's social and economic destitution. There is a widespread culture of sexism in the banking industry, and it is not limited to the provision of services to consumers. Women are not granted the same rights and opportunities as males, despite the fact that they have the same level of expertise and credentials as men. In spite of the fact that their work is superior to that performed by males, they are not paid fairly. In addition, the financial industry does not promote women to positions of power because it does not believe that women are qualified for such roles. This makes it more difficult for them to carry out their duties effectively, which in turn leads to an increase in the number of problems. As a consequence, this research study is being conducted to evaluate not only the gendered perspectives on discrimination, but also the many elements of discrimination, both generally and from the perspective of the banking sector (Card et al., 2019).

Harassment

Generally women are subjected to discrimination in the workplace for a variety of reasons, some of which include the state of their education and health, the political climate, religion, and economic conditions. Studies have shown that women are significantly underrepresented in decision-making positions due to cultural and traditional norms that give men more leeway in matters of authority, social standing, and career advancement while relegating women to the home front. These cultural and traditional norms give men more leeway in matters of authority, social standing, and career advancement. In a similar vein, the findings of our research have demonstrated that discrimination on the basis of gender is still prevalent in a number of different financial organisations. The historical, cultural, traditional, religious, and patriarchal framework of the society are all identified as root causes of the widespread prejudice that women face in all spheres of life, from schooling to the workplace. This prejudice can be seen

in all forms of discrimination, including sexual harassment and assault. Due to the gender pay gap, women are already at a disadvantage, and the concept of federal character, which intends to ensure fair representation of states and ethnic groups in national appointments, actually works against them by suggesting that they can only represent their home states. This idea of federal character aims to ensure fair representation of states and ethnic groups in national appointments.

CHAPTER 5: RECOMMENDATIONS AND CONCLUSION

Recommendation

The study found that the detrimental impacts of experiencing discrimination on the basis of gender might linger even after an individual has left their place of employment. Here are some recommendations to do in light of the results: There needs to be a global treaty to eliminate all forms of gender bias. There is importance of protecting workers from discrimination on the basis of gender in all areas of the workplace, including selection, dismissal, compensation, benefits, and advancement. Therefore, it should be required that both sexes be paid equally for equivalent work. Whether the discrimination in the workplace is the result of an overt act or of covert practises, the harmed party must be able to access the following remedies: monetary compensation (including back pay), employment (including hiring, promotion, reinstatement, and front pay), and/or cessation of harassment. Payment of legal fees, expert witness fees, and court costs may also be part of the remedy.

The findings of the study point to the necessity for comprehensive protections against discrimination on the basis of gender in all areas of the workplace, including selection, dismissal, compensation, benefits, working conditions, and advancement. In particular, the research requires that people of different sexes be paid the same amount for doing the same amount of work, regardless of their race, ethnicity, gender, sexual orientation, marital status, or sexual orientation. A "code of practise on the implementation of equal pay for work of equal value for women and men" was published by the European Commission to evaluate whether or not workers of different sexes are paid equally for work of equal value. The non-binding code's stated goal is to offer tangible guidance to employers and collective bargaining partners in order to ensure that the concept of equal pay for equal labour is fully implemented in all

workplaces. In particular, it seeks to eradicate gender bias in compensation arrangements based on job classification or performance reviews.

Remedies, such as back pay, hiring, promotion, reinstatement, or front pay, should be accessible to victims of discrimination in the workplace, whether the discrimination was the result of a deliberate act or a practise with a discriminatory effect. Compensation for other expenses, such as legal representation or the hiring of an expert witness may be awarded as part of a settlement or judgement. Where discrimination is proven to have been done on purpose, both compensatory and punitive damages may be sought under the laws enforced by the Equal Employment Opportunity Commission (EEOC). Actual monetary losses, potential monetary losses, mental pain, and inconvenience may all be compensable through damages. If an employer has shown intent or gross negligence, punitive damages may be awarded as well.

While it's true that women have made great strides toward parity in the workplace, males are still more likely to obtain high-paying positions. There has been some progress in decreasing the gender pay gap, but women are still only compensated for their work at 84 cents for every dollar men earn. A company's leadership can do its part to reduce the gender pay gap by establishing open and equitable practises in areas such as recruiting, salary, performance reviews, and advancement. Closing the gender gap has been shown to increase productivity, creativity, and profitability for businesses. Financial institutions should examine their internal rules and employee handbooks to ensure they comply with all federal, state, and local regulations. Considering that most states have passed legislation requiring such disclosure, it is imperative that any compensation-related policies and statements be removed immediately.

Pay history inquiries from employers and the use of salary history in determining remuneration are both illegal in several jurisdictions. Therefore, banks should revise their hiring forms and policies to exclude queries concerning previous salaries and advise interviewers to avoid bringing up the topic. The policies a bank has in place should make it quite clear that discrimination and harassment of any kind are not tolerated. Leaders should set an example by openly declaring that sexual harassment is not permitted and by acting in a respectful manner themselves. Discipline, up to and including termination, must be imposed uniformly across all levels of the organisation for inappropriate behaviour.

A thorough anti-harassment and anti-discrimination policy that demonstrates the company's commitment to creating a working environment free of harassment and discrimination should be included in bank employee handbooks and policies. There should be more than one person

listed in the policy to which employees can report concerns or complaints of harassment and discrimination. The policy also has to detail for employees what kind of inquiry will be conducted in response to complaints. Banks should use the same approach for all complaints, regardless of who made them or what kind they were, to ensure that all inquiries are conducted fairly and consistently.

Employees who reported concerns and those who were the subject of those concerns should be informed that the inquiry has concluded after it has been finalised. If a breach of policy is found to have occurred, appropriate disciplinary action, up to and including termination, shall be taken. Even if no breach of company policy was discovered, the business should nevertheless evaluate if corrective action is warranted. Financial institutions must take care to shield those who report problems or assist with investigations from retaliation. Human resources staff should be well-trained and given the tools they need to conduct thorough and fair investigations of claims, including those that involve upper-level management. Proper investigations are crucial to establishing confidence inside the firm, which is why this training is so important.

Training is required for all staff members on how to establish and sustain an atmosphere of mutual respect and cooperation at work, as well as what to do in the event of witnessing or experiencing inappropriate behaviour. The advice released by the EEOC is a good starting point for financial institutions looking to provide effective harassment training to their employees. According to the recommendations, training on how to deal with harassment should be "championed" by upper-level management, "repeated and reinforced" at regular intervals, "provided to employees at every level and company location," "provided in a clear, easy-to-understand style and format," "provided in languages commonly spoken by employees," "tailored to the specific workplace and workforce," "conducted by qualified, live, interactive trainers," and "designed to include active enactment." Additional factors that may influence Gender discrimination may be investigated in future studies. Quantitative research with two mediators or moderating variables is recommended for the future. This study used a qualitative approach and relied heavily on secondary data.

Conclusion

The aim of the research study was to evaluate the extent to which gender discrimination is prevalent in the workplace using the case of banking sector. Research initially tried to examine gender discrimination in the banking sector in terms of salary and career progression. In results it was founded that there is lot of gender discrimination in the banking sector in terms of salary and career progression. Secondly research tried to investigate the gender discrimination in the banking sector in terms of harassment. In result it was founded that there is sufficient gender discrimination issues in the banking sector in terms of harassment. It is common practise in both developed and developing nations to treat people differently on the basis of their gender. The most important findings of this inquiry led to the following set of inferences and conclusions. To begin, the job choices made by female bankers are influenced by a variety of factors, including the specific sets of abilities, interests, and aptitudes that are unique to each individual. Examples of environmental impacts include a favourable working environment, a high level of respect for one's chosen profession, many employment opportunities, the possibility of advancement, and competitive remuneration. Female bankers in the state of Lagos confront a number of challenges that make it difficult for them to advance in their careers. These challenges come in the form of a lack of professional training, time obligations to family, contract staff (an employment practise), and promotion procedures. Third, women are welcomed with open arms in the business world of finance. The research presented here indicates that women, like males, have an equal opportunity to develop their careers.

In the sphere of economics, fundamental rights and opportunities that are available to men are not afforded to women, particularly and especially to low-income women. When males and females are compared, there are substantial differences in a variety of aspects, including but not limited to health, education, property ownership, and economic engagement. It is possible

to trace the roots of discrimination on the basis of gender all the way back to the 19th century, when women were still unable to exercise fundamental civic liberties. In the nineteenth century, there was a movement that advocated for the right of women to vote that emerged in both Europe and the United States. The second movement to arise during this time period was one that targeted discrimination on the basis of gender. The fight for equal pay and the elimination of the many other types of discrimination that women face on the job have both begun, and efforts have been made to advance the rights of working women. Over the past fifty years, there has been a dramatic reduction in the inequality between the sexes as a result of an increased number of women being promoted to high management positions, as well as a decreased emphasis on segregated work conditions and wage gaps. Even while things were beginning to look good, they were still a long way from being ideal because there were so few women being considered for or awarded senior executive posts at the top 1000 businesses. Women did not have equal access to opportunities due to the fact that men predominated in higher managerial roles and women were concentrated in lower positions.

A bias against women who are interested in obtaining loans is one of the most common forms of sexism that can be found in the banking business. The lack of credit has severely limited the economic opportunities available to women, both on an individual and a collective level. This has contributed to a worsening of women's social and economic destitution. There is a widespread culture of sexism in the banking industry, and it is not limited to the provision of services to consumers. Women are not granted the same rights and opportunities as males, despite the fact that they have the same level of expertise and credentials as men. In spite of the fact that their work is superior to that performed by males, they are not paid fairly. In addition, the financial industry does not promote women to positions of power because it does not believe that women are qualified for such roles. This makes it more difficult for them to carry out their duties effectively, which in turn leads to an increase in the number of problems. As a consequence of this, the research being conducted evaluates not only the gendered perspectives on discrimination, but also the many elements of discrimination, both generally and from the perspective of the banking sector.

According to the findings, women are subjected to discrimination in the workplace for a variety of reasons, some of which include the state of their education and health, the political climate, religion, and economic conditions. Studies have shown that women are significantly underrepresented in decision-making positions due to cultural and traditional norms that give men more leeway in matters of authority, social standing, and career advancement while

relegating women to the home front. These cultural and traditional norms give men more leeway in matters of authority, social standing, and career advancement. In a similar vein, the findings of our research have demonstrated that discrimination on the basis of gender is still prevalent in a number of different financial organisations. The historical, cultural, traditional, religious, and patriarchal framework of the society are all identified as root causes of the widespread prejudice that women face in all spheres of life, from schooling to the workplace. This prejudice can be seen in all forms of discrimination, including sexual harassment and assault. Due to the gender pay gap, women are already at a disadvantage, and the concept of federal character, which intends to ensure fair representation of states and ethnic groups in national appointments, actually works against them by suggesting that they can only represent their home states. This idea of federal character aims to ensure fair representation of states and ethnic groups in national appointments.

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