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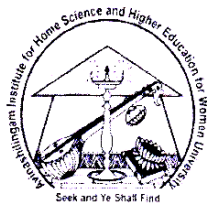
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## APPENDIX – I

### INSTITUTIONAL HUMAN ETHICS COMMITTEE



### *Avinashilingam*

Institute for Home Science and Higher Education for Women  
(Deemed to be university under Category 'A' by MHRD, Estd. u/s 3  
of UGC Act 1956) Re-accredited with 'A<sup>++</sup>' Grade by NAAC.  
Recognised by UGC Under Section 12 B  
Coimbatore- 641043, Tamil Nadu, India

05.01.2023

#### **Chairman**

Dr.Sudha Ramalingam  
Director – Research and Innovation  
Professor- Community Medicine,  
PSG Institute of Medical Sciences  
&Research, Coimbatore

#### **Member Secretary**

Dr. A Thirumani Devi  
Professor  
Department of Food Science and  
Nutrition

#### **Members**

Mr. K. Arulmoli (Legal Expert)  
Dr. Subashini K.Sripathi  
Dr. A Saraswathy (Medical Officer)  
Ms. D. Kavitha  
Dr. A R Sudamani Ramasamy  
Dr. G. Victoria Naomi  
Dr. Judith Justin  
Dr. Anitha Subash  
Dr. K. Sampath Rani

To  
Ms.Banumathi, R.C.  
Department of Commerce  
Avinashilingam Institute for Home Science and  
Higher Education for Women  
Coimbatore- 641043

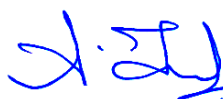
Dear Banumathi,


Ref: Your proposal No. IHEC/22-23/COM-18 entitled  
“Women Behind the Wheel: Work-Life Balance and its Impact on  
Job Satisfaction and Employee Performance with Special Reference  
to Selected Districts in Tamil Nadu” submitted for approval of  
IHEC on 19.11.2022.

The Institutional Human Ethics Committee of our  
University hereby grants approval to your research proposal  
No.IHEC/22-23/COM-18 entitled “Women Behind the Wheel:  
Work-Life Balance and its Impact on Job Satisfaction and  
Employee Performance with Special Reference to Selected Districts  
in Tamil Nadu” submitted by you. The Approval number for the  
same is AUW/IHEC/COM-22-23/XMT-18.

We wish you all the best in your research endeavours.

Regards

  
5.1.2023.  
Dr. A. Thirumani Devi  
Member Secretary



## APPENDIX – II

### WORK-LIFE BALANCE, WORK SATISFACTION AND WORK PERFORMANCE OF WOMEN COMMERCIAL DRIVERS FROM ROAD TRANSPORT SECTOR

#### INTERVIEW SCHEDULE

##### I. Socio-economic variable

1. Name (Optional) \_\_\_\_\_

2. Age (In Years)

18-20     21-25     26-30     Above 30

3. Gender

Women     Transgender

4. Education Qualification

Illiterate     School level     Undergraduate     Postgraduate & Diploma

5. What is your Marital Status?

Married     Unmarried     Divorced     Widow

6. Do you have children?

Yes     No

7. Where do you currently live?

Rural     Urban     Semiurban

8. What is your family type?

Joint       Nuclear

9. Are you a driver of

Two Wheelers     Three Wheelers     Four Wheelers

Both Three/Four Wheelers

10. What is Your Monthly Income? (Rs)

15000-20000       20001-25000       25001-30000       30001

Above

11. How long have you been working in this Profession?

Less than a 1 year     1-5 years     6-10 years     Above 10 years

12. Rank the factors that motivated you to choose this work as your career. (Rank as 1,2,3,4,5,6,7,8,9,10)

Easy to get a job

Could not find work anywhere else

Passion/Interest

Inspired by other drivers

No formal education required

Time convenience

The work offers a better Income

Stress less work

Family Profession

Challenging Work



Any other reason \_\_\_\_\_

13. Using the scale shown below, rate your opinion on Work-Life Balance with the following aspects of your job.

Highly Agree - 5; Agree – 4; Neutral – 3; Disagree – 2; Highly Disagree – 1

Statements	5	4	3	2	1
<b>WIPL - Work Interference with Personal Life</b>					
My Personal Life Suffers Because of my Work					
My Job Makes my Personal Life Difficult					
I Neglect Personal needs Because of my Work					
I put my personal life on hold for work					
I miss my personal activities because of work					
I struggle to juggle work and non-work					
I am unhappy with the amount of time for non-work activities					
<b>PLIW – Personal Life Interference with Work</b>					
My personal life drains me of energy from work					
I am too tired to be effective at work					
My work suffers because of my personal life					
It's hard to work because of personal matters					
<b>WPLE – Work/ Personal life Enhancement with</b>					
My personal life gives me energy for my job					
My job gives me energy to pursue personal activities					
I have a better mood at work because of my personal life					
I have a better mood because of my job					

### Rating Work Satisfaction

14. Using the scale shown below, rate your level of satisfaction with the following aspects of your job.

	<b>HA</b>	<b>A</b>	<b>N</b>	<b>D</b>	<b>HD</b>
<b>Statements</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
I am earning fair amount for the work I do.					
I am not completely satisfied with my earnings.					
I receive recognition for my work from family, friends and public					
I have a better interaction with my co-workers					
I feel motivated and engaged in the profession I undertake					
I find joy and fulfilment in my relationship with others					
I have better scope for increasing my earnings					
My work-related stress affects my overall satisfaction					
There is too much bickering and fighting at work.					
It is challenging to manage work schedule along with personal responsibilities					
I have too much of work and long hours					

Highly Agree - 5; Agree – 4; Neutral – 3; Disagree – 2; Highly Disagree – 1

15. Self-Assessment of Performance Analysis by the respondents

1 - Poor, 2 - Below Average, 3 - Average, 4 - Above Average, 5 - Excellent

	<b>HA</b>	<b>A</b>	<b>N</b>	<b>DA</b>	<b>HDA</b>
<b>Statements</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
I manage my time effectively to balance driving schedules with my responsibilities					
I take proactive steps to prevent accidents by adhering to safe					

driving practices and avoiding distractions					
I adhere to all traffic regulations and safety protocols while driving					
I continuously seek to improve my driving skills and knowledge through training and professional development opportunities					
I seek feedback from customers and colleagues to improve my performance and service quality					

16. What are all the challenges you face in your work?

Strongly Agree – 5; Agree – 4; Neutral – 3; Disagree – 2; Strongly Disagree – 1

**SA A N DA SDA**

<b>Statements</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
<b>Work Place challenges</b>					
Undervaluation of working competency					
Lack of Emotional and Financial support from co-workers					
No stand for women drivers					
Gender Discrimination					
Lack of coordination & understanding among the drivers					
More working time					
Harassment from co-workers					
Ego Clashes with male drivers					
Less job Security and Safety					
Unsupported colleagues					
Difficulties for driving during rainy season					
Difficulties for driving during heavy traffic					
Less adjustability from male drivers					
Difficulties during Night-time					
<b>Family-related challenges</b>					
Inadequate financial support					
Emotional isolation					

limited household assistance					
Lack of encouragement					
Lack of support in Child Care					
<b>Customer related challenges</b>					
Threatening from male drivers					
Lack of respect and courtesy					
low customer loyalty					
lack of appreciation					
Bargaining					
Harassment and abuse					
Language problems with customers					
<b>Personal challenges</b>					
Physical and Mental stress					
Depression					
Difficulty during mensuration time					

Any other challenges \_\_\_\_\_

*Thank you for your time*



**Avinashilingam Institute for Home Science and Higher Education for Women**

(Deemed to be University Estd. u/s 3 of UGC Act 1956, Category 'A' by MHRD  
Re-accredited with A++ Grade by NAAC. CGPA 3.65/4, Category I by UGC  
Coimbatore - 641 043, Tamil Nadu, India

**Appendix L2**

**(Item No 5 of Check List)**

**Details of Research Publications**

S.No	Article	Journal	Other Details Vol/No/Page No/ Year	Published in UGC- CARE / Scopus Indexed/ Web of Science
1	Role of Women in Commercial Driving – A Constructivist Grounded Theory (CGT) Approach	SDMIMD Journal of Management	Vol 14   Issue 1   March 2023  Print ISSN: 0976-0652   Online ISSN: 2320-790 DOI:10.18311/sdm imd/2023/32952	UGC CARE I
2	Discrimination Based on Gender and How It Affects Employee Performance	NMIMS Management Review	Accepted Vol 32, Issue 1	UGC CARE I

\*Proof of list of Journals from Internet to be attached along with copies of reprints.

Scholar

*Banumathi R.C*  
17/7/24

Supervisor

*D. Veni*  
1.7.24

Checked By:

*R. K. ...*  
17/7/24

HoD/Dean of Respective School

The scholar Miss. Banumathi, R.C (21PHCOF005) has published her article/acceptance received from the following journals:  
1. SDMIMD Journal of Management - indexed and active in UGC Care List Grp. I from January 2023 to present and  
2. NMIMS Management Review - indexed and active in UGC care list Group I from September 2019 to present. Her paper is accepted for publication in July 2024.

This may be considered.

*J. M. ...*  
01.07.2024.

# Role of Women in Commercial Driving – A Constructivist Grounded Theory (CGT) Approach

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## Abstract

Women who work in fields where men predominately do so face particular difficulties and employ particular coping skills that have an impact on their motivation and retention in these fields. This study investigates women's experiences working in male-dominated sectors to comprehend the challenges they encounter and uncover coping mechanisms that allow them to continue their career paths. A lot of women who first favour jobs with a male preponderance quickly transition to female- or gender-balanced career pathways. Plans to motivate women in sectors with a male preponderance can be made easier by understanding their experiences. This exploratory qualitative study was carried out by the researchers utilizing a constructivist grounded theory methodology. They interviewed 60 well-chosen professional drivers in-depth and unstructured. To examine the data, they employ a constructivist grounded theory methodology. The authors contend that discrimination and sexism are mostly caused by unfair practices that women must deal with. These behaviours include disregarding the special physical traits of women and the necessity of work-life balance. Female resilience includes using femininity, accepting masculinity, mentoring, and intrinsic motivators. This study adds to the corpus of information on better retaining and integrating women in environments where men predominate.

**Keywords:** Constructivist grounded theory, Gender Discrimination, Male- dominated Profession, Women Workforce, Work-life balance.

## 1. Introduction

Compared to women in more gender-balanced and female-dominated jobs, women in jobs with a male majority confront various problems. Their retention and professional success may be impacted by these issues. The authors of this study examined the challenges these women faced as well as the coping mechanisms and solutions they adopted.

(Bowen, P., & Cattell, K, 2008) Due to equity laws, increased access to jobs and educational opportunities, and other factors the number of women working in South African has increased. (Frome, P. M; Alfeld, C.

J; Eccles & Barber, 2006) Yet insufficient progress is being made towards gender equality and transformation in the South India workplace. Strong financial incentives exist for women to enter traditionally male-dominated professions (England, 2010). However, women who defy gender stereotypes and choose to work in fields with a male preponderance frequently switch to roles that better suit their responsibilities as primary caregivers. The typical male-female dynamic that is seen in families and society at large often makes it tough for females to make their way into, and thrive in, work spheres that have been historically ruled by men. The family structure is typically inclined towards the dominance of men, even in a world that is striving

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toward gender equality (Hartmann *et al.*, (2010). In order to keep women on the outskirts of these male-oriented career arenas, conventional gender roles are imposed on organizational policies and processes and become integral to the environment's gender bias. It is a known truth that men have been the ones formulating policies for a long time now. Companies continue to be established and managed in a manner that does not necessarily accommodate women's professional paths and their need to manage both jobs and family duties. (Hicks, 2012) calls attention to the hidden elements of the mainly male-dominated institutional culture which makes verbal commitments to gender equality while still leaving women in an inferior position. And explain that men have mainly written and viewed the history of women from their point of view.

(Raghuram, 2008) encourages investigators to re-evaluate the influence of gender on job paths and ambitions in settings with a male overwhelming presence. Studies that demonstrate the harmful consequences on women's private and communal lives because of their engagement in male-ruled vocations underscore the continued need to concentrate on women in these areas. Women's well-being is affected by the work-family clash and the requirements of both work and home that women encounter in the workplace are very distinct from those of men (Brink, B., & de la Rey, 2001).

Generally, men are inspired by the urge for status, power, and rivalries. On the other hand, women are propelled by the aspiration to carry out a valuable job and improve the overall functioning of a company. Women's exclusive work encounters and traditional gender-based operating structures present exclusive problems for career-oriented women in general and, more specifically, for ladies who pick a typically male-dominated career (Hartmann, 2010).

To make a level platform for men and women, the authors argue that organizations must confirm the qualities, manners, and beliefs of women and give them a platform to express themselves.

(Raghuram, 2008) points out that research into the experiences of women in usually male-dominated fields

is often neglected. Women usually do not stay in such occupations for long, making it hard to retain them. Most of the research, which is mainly quantitative, concentrates on women in male-dominated occupations such as engineering, banking, entrepreneurship, and quantity surveying. (Fourie *et al.*, 2006) carried out a qualitative investigation into career-oriented women's constructions of their life roles and highlighted the need for more thorough qualitative studies on women's views of their work-life roles. By examining qualitative studies on women's experiences working in historically male-dominated professions, we might learn more about how women maintain their motivation and perseverance in their careers in the face of adversity. In order to better understand the particular difficulties women face in these fields and the techniques they use to stay motivated and persevere under such conditions, the study's authors decided to examine the experiences of women who work in fields where men predominate.

The dynamics and effects of hiring more women in these industries need to be better understood by organizations aiming to encourage women to enter and excel in previously male-dominated professions. The study's findings, according to the authors, will give organizations crucial information they can use to create gender policies and strategies that will allow the effective and long-lasting coexistence of both sexes in formerly male-dominated fields, free from prejudice or dominance. From a scientific perspective, the majority of South Indian academics concentrate on quantitative analyses of certain events affecting women in particular situations where men predominate. By adding a qualitative research lens to the experiences of women working in male-dominated industries, the study's authors seek to further understand. The authors then outline the design they used in the remainder of the paper, detailing their research methodology, strategy, and methodology. Finally, they discuss their conclusions and make recommendations for future practice and research work. The objective of this research is:

1. To investigate the experiences of women who worked in industries where men predominated.

2. To Study the unique challenges, they faced as well as the strategies that enabled them to persevere and be resilient in their careers.

## 2. Literature Review

In their investigation, (Du Plessis and Barkhuizen, 2012) concentrated on the obstacles women engineers face when pursuing certain career paths. They found that the main professional obstacles to integrating women into the engineering field were a lack of mentorship opportunities and inadequate training, which is consistent with other studies conducted around the world. The authors conclude that gender discrimination is the biggest psychological barrier.

(Inal Cavlan, G, 2021) found that women shift from male-dominated occupations to female-dominated occupations due to negative psychological experiences such as gender stereotypes and discrimination in male-dominated occupations. Women often feel discriminated against and under-challenged in male-dominated occupations (Andrews, Tierney, & Seers, 2020). Other psychological barriers that prevent women from fulfilling their potential in male-dominated jobs relate to their expectations of stereotyped gender roles. These include gender role ideologies that make women feel unqualified and have low self-efficacy, and low self-confidence (Damaske, 2011). This also includes stereotypical inquiries about women's abilities. According to research (Hicks, 2012), the gender pay gap or gender pay gap is an example of gender inequality and discrimination that hinders women's career advancement. As a result, women don't feel like their organizations take them seriously, don't get challenging opportunities, and don't get paid or positions that match their talents.

In fields where men predominate, men have more resources and influence to enact discriminatory practices, ideologies, and laws (Damaske, 2011). The continued absence of visible and effective strategies to empower women in organizations could be attributed to male-dominated and sexist management practices (Hicks, 2012; Madikizela, 2010). Women in the construction industry, for instance, reported that there

was not enough money available to raise the status and skills of female workers (Cha, Y, 2013). The male model of career advancement, which equates performance with longer hours and presenteeism, is upheld in workplaces with a disproportionate number of men (Turner, C., & Astin, F, 2021). (Cha, 2013) A covert form of marginalization that affects many women with family responsibilities is presenteeism, which in this context refers to staying on the job longer than anticipated to impress managers (Harris & Giuffre, 2010; Lewis-Enright *et al.*, 2009). Women who continue to serve as the family's primary carers while juggling their work demands may experience role overload and time management problems, which puts additional pressure on their perception of work-life balance (Franks *et al.*, 2006; Danziger & Eden, 2007).

The expectations specific to these professions for typically male behavior present another obstacle for women who want to succeed in male-dominated occupations. In a field where men predominate, (Davey, 2008) discovered that female graduates view success as political and masculine. Women must therefore act in ways that go against their natural tendencies to succeed in environments that are dominated by men (Wong *et al.*, 2017; Du Plessis & Barkhuizen, 2012). In their organizational contexts, they are forced to adopt aggressive male traits and competitive interactional styles, which, according to (Akingbade, 2010), disadvantages them. Women use mentoring and participative leadership styles, which are more in line with their natural feminine inclination, such as being caring, fair, and encouraging, to cope in environments that are dominated by men, according to (Davey, K.M., 2008) research. In contrast, female graduates engaged in uncharacteristically masculine behaviours like selfishness and individualism in order to survive (Davey, 2008). Contrary to popular belief, some theories contend that adopting stereotypically male behaviours has a negative effect on women's perceptions of their authenticity and professional selves (Du Plessis & Barkhuizen, 2012). Consequently, it appears that women are torn between rejecting and accepting masculine politics (Davey, 2008).

This study aimed to explore the experiences of women in traditionally male-dominated professions, in order to identify any obstacles, they may be facing and strategies they may use to remain in these fields. We found that a lack of suitable accommodations in these occupations, combined with the entry requirements in place, make them unappealing to many women. Moreover, a lack of understanding of the unique challenges faced by women in these areas may further impede their integration and progress in historically male-dominated professions.

### 3. Research Method

This qualitative inquiry was conducted by the authors using a constructivist grounded theory methodology, and it was mostly exploratory in nature. The authors employed a constructivist grounded theory approach for this qualitative inquiry, which largely served exploratory goals. A constant process of comparison between the theory, the data cases, and researcher field notes and memos is used in constructivist grounded theory (Charmaz, 2011; Gordon-Finlayson *et al.*, 2012; Strauss & Corbin, 1990), which allows data collection, data analysis, and theory to stand in reciprocal relationships with one another.

Constructivism and the notion of critical or subtle realism are both compatible with the authors' ontological position, which maintains that subjective experience is both real and socially constructed (Terre Blanche; Kelly, 1999; Snape & Spencer, 2004). The authors also contend that one can only understand reality by empathically engaging with subjective experience.

Constructivist and relativist epistemological ideas, therefore, served as the authors' guides when making methodological decisions (Charmaz, 2011). Constructivist grounded theorists claim that the researcher and the subject of the research mutually construct meaning (Charmaz, 2011). The authors have made an effort to use accurate data analysis methods and to report on these, but they make no claims of objectivity in the interpretation of this data.

### 3.1 Sampling

60 women commercial drivers who had been employed in historically male-dominated fields for at least three years were chosen on purpose under the guidance of theoretical sampling (Babbie & Mouton, 2001). The authors also added follow-up interviews with the same 60 female commercial drivers who are between the ages of 25 and 45. They first engaged with and analyzed the data, then they went to another participant to ask about theoretical saturation.

#### 3.1.1 Recording of Data

The interviews were digitally captured by the authors, who supported them with field notes. To ensure a thorough understanding of the data, one of the authors served as the transcriber and inserted the verbatim interview transcripts into Microsoft Excel.

#### 3.1.2 Research Setting

60 individuals participated in the study, all of whom worked in the private transportation sector. To determine whether an occupation qualified as male-dominated, this study took into account historical and modern patterns of female entry and occupation in the respective participants' occupations. Participants were selected from occupations that the authors identified as being male-dominated in the transportation sector.

#### 3.1.3 Research Method

Through comprehensive, unstructured interviews, the authors attempted to glean experiences of working in typically male-dominated occupations. (Preissle, 2000) The authors asked participants to answer these and other questions, such as Can you tell me more about yourself and your current job, the difficulties you have with it, and how your colleagues work together? Between self-esteem and your (male) colleagues Is there a conflict? As the conversation unfolded, the authors conducted follow-up interviews to explain or test the theory after applying conventions of counseling techniques such as paraphrasing, inquiry, and reflection to align it with the context and goals of the study Any problems and consequences that arise in sampling.

### 3.1.4 Data analysis

According to (Charmaz, 2011), coding and memoing were the main analytical norms applied by the authors in their grounded theory study. Line-by-line analysis was used to analyse the initial interview transcripts, which is typical of open coding in traditional grounded theory (Corbin and Strauss, 1990). From these initial codes, the writers discovered repeating patterns that were re-labeled and categorised. The axial coding phase is referred to as the code categorization phase in the original grounded theory textbooks by (Glaser and Strauss, 1968) and (Gordon Finlayson, 2010 & Urban, 2010). The writers continuously examined different data sets as they conducted their study, found codes, and recorded their interpretations of the underlying themes and codes in memos.

Throughout their analysis, the authors kept writing memos about how they were comprehending the codes and changing themes. While they documented the results, these notions continued to develop and expanded, becoming quite substantial and helpful. The authors admitted that their current and growing theoretical, experiential, and personal viewpoints had an impact on their interpretations even though they made an effort to avoid applying existing theoretical notions to the data.

The conceptual framework these authors offer relates to creating a core theoretical idea as a result of a constructivist grounded theory study, as described by (Charmaz, 2011). It displays how they created women's experiences of working in industries with a male preponderance.

### 3.1.5 The Authors' Methods for Ensuring Accurate Data

The authors made an effort to ensure the validity of the study by selecting participants carefully and describing them in an open manner. They also tried to plan, analyze, and present the study in accordance with the methodological and epistemological tenets that support constructivist grounded theory research (Cooney, 2011).

Theoretical sampling encouraged the authors to conduct additional interviews and recruit a second participant for their study. Instead of constantly comparing them, they regularly compared the transcripts to live recordings, case data to the goal of the research, each other, and emerging themes (Gordon Finlayson, 2010).

### Reporting

The study goes into further detail on the major themes and sub-themes in the next section. The findings are grounded in the data through verbatim extracts, and to maintain anonymity, The research participants were given numbers by the authors (RP1, RP2, RP3, RP4, ..... RP60). The authors' conceptual framework proposal and discussion come after the findings. Following a constructivist grounded theory methodology, the authors only incorporated pertinent literature in the later data analysis stages (Charmaz, 2011). Their examination of the conceptual framework reflects this.

Following a grounded theory analysis, the authors divided the data into two theme clusters that are both consistent with the study's goal: The particular difficulties women confront in fields dominated by males and "Elements of their resiliency". Their main themes, primary themes, and sub-themes are listed after their organized theme clusters.

### *The specific challenges women face in male-dominated occupations*

1. Organizational policies, both formal and covert, that uphold bias and discrimination
  - Poor infrastructure, biased policies, and insufficient resources.
  - Expansion of gender stereotypes and expectations that apply to women.
  - The lack of genuine change brought on by male resistance and prejudice
2. The special physical, professional, and work-life needs of women:

- The challenges women face in terms of their physical and mental health.
- Poor opinions of one's professional identity.
- Work-life harmony

#### *Elements of their resilience*

1. Resources and coping techniques:
2. Workplace motivational factors include:
  - Recognizing the advantages of women
  - A positive outlook on future career opportunities
  - Adopting male traits; and
  - Challenging work that keeps employees
  - Mentoring engaged
  - and success and recognition.

**Box 1:** Transcripts extract the expansion of gender stereotypes and expectations that apply to women

RP1: 'My family was incredulous when I told them I was starting a driving job?'

RP2: 'Men have an impression that women are always below him

RP4: 'The majority of men think that women belong in the kitchen and that you should not do anything.'

RP6: discovered"... they held the belief that it was unlucky for a woman to visit a male-dominated workplace. I had to fight against the culture."

#### **Memo**

The organizational culture is permeated with gender-stereotypical roles. In societal beliefs and conventions, men are seen as the dominant, breadwinner type.

Women are expected to act as subordinates and work in more domestic jobs. Workplace superstitions based on cultural beliefs are also pervasive, making it challenging for women to find acceptance.

**Box 2:** Transcripts extract the lack of genuine change brought on by male resistance and prejudice

RP14: 'It was difficult coming to work because guys wanted us to work like them; they wouldn't say "you are a man, I will give you four rides and [you are a woman], I will give you two rides...No, it's four [rides] apiece."

RP18: Some people are obstinate; even if they pass you and notice you struggling, they won't help. Men claim that despite your claims that women wanted equality, you received this instead.

RP20: They withhold their information due to threats, and they will do anything to get rid of you. It's a constant battle because your department head doesn't trust you and they are always looking for ways to hurt you.

#### **Memo**

Attempts to teach women that gender leniency is unacceptable mask vengeful and punishing attitudes and behaviour. Women are purposefully isolated at work by their male coworkers' sabotage and unsupportive behaviour.

**Box 3:** Special physical, professional, and work-life needs of women: Transcript extract by identified subtheme

#### **Challenges women face in terms of their physical and mental health**

RP24 remarked "I guess the stress was too much for me, and I started having problems with my feminine hormones and had surgery," RP24 said. At the age of 42, I went through menopause, but we were unaware of it because I felt terrible and all the tests were negative.

They asserted that the stress levels, heat, environment, and underground conditions were all having an impact. The fact that women are aware of their monthly cycles and have no support systems in place to help them manage them, which has an impact on their ability to drive, is what I think makes it the most difficult for them.

RP28: “I feel less worn out. You know, when I used to get home, I used to sleep a lot, and I didn’t want to do anything; I just wanted to sleep.”

### Poor opinions of one’s professional identity

RP35: “There is no comment if a guy does their role well, but if a woman does her duty well, they will say “oh wow, well done,” as if they were not expecting you to be able to complete it.”

RP37: “I had to work twice as hard as a man to prove myself because they didn’t believe in a girl.”

RP40: they treat you like a child first and an idiot second and sort of look down on you.

RP42: “I believe that the primary problem was my [poor self-esteem, how I believed they viewed me, and how I perceived myself in this situation.”

RP46 stated, they often treat you poorly because they can see that you struggle with things. It eventually wears on you to the point where you do break.

### Work-Life Balance

RP51: “Around 7 o’clock, we both get home at the same time. He can then unwind on the couch while I finish slaving away at the stove, wash the dishes, and take care of other household duties. If I ask him to do something, he will object, asking “Why am I expected to do that?” The dynamics [at home] worry me more than those at work, I believe, which is why I am more concerned about that.

RP53: “I might still be able to complete the task as quickly as the men, but it might take me longer because I have other obligations when I go home.” You understand that I have other things to focus on when I come home and cannot concentrate on [job]. I basically only have my time at work.

RP55: There are a select few women who are truly making a difference, but the majority of them [are] becoming pregnant because being a mother is very challenging. The biggest challenge for me at the time was being a single mother.

### Box 4: Resources and coping techniques: Transcript extract by identified subtheme

#### Recognizing the advantages of women

RP52: Being a woman on [driving circuits] may occasionally be preferable since you are, in a sense, more delicate.

RP53: I believe that you have a wider perspective as a woman. Men are more closed-minded, which is problematic since they “will continue to do the same thing for a hundred years,” not to be discriminatory.

RP54: She will take advantage of the males because she is aware that they are ignorant of us ladies, according to RP4. She will therefore approach them and say, “I’m on my period,” and if it’s just guys, they will reply, “Okay, go home.”

#### Adopting male traits

RP55: You’ll notice that all women who assume male roles have the ability to move and speak like men.

RP56: “They [guys] like to bully; they’ll make you do everything to demonstrate that you want to be half as [excellent] as they are, and I’ll say No I’m not going to work for (your) salary; everybody has to work for their income.”

### Mentoring

RP57: “In the courses I teach, I have two mentors. They both are men, and they to be men, and they both help me a lot.”

PR58: “[My mentor] has good ideas, but he’s not the kind of guy you can talk to about anything,” I said. A female would be more advantageous, in my opinion, as she can understand your struggles with work/life balance.

RP59: My emotional side was particularly challenging to manage. The physical challenges were challenging, but I was able to overcome them. However, the emotional challenges were more challenging because I lacked a mentor and no one to look up to.

RP60: “You know, none of the other males can connect that now that I am expecting a baby.” None of them have ever taken maternity leave, and I will be. So, in this particular department, whom do I contact if I need guidance on something similar?

inspiring elements of their work that encouraged them to persevere in pursuing professional success (Van Aarde, A., & Mostert, 2008).

The main challenges women face seems to be discrimination and bias, whether they are evident in formal rules and resources or covert corporate culture elements that reflect harmful preconceptions and male resistance. Women frequently come across open and veiled maltreatment, which makes it tough for them to move ahead professionally in fields dominated by men (Harris & Giuffre, 2010; Sargent, 2005; Ward, 2004; Watts, 2009).

The researchers’ findings concur with those of (Madikizela and Haupt, 2009), who discovered a lack of resources for gender-based education and written gender regulations in the construction industry. Despite employment equity legislation, the authors concur with them that there is still an absence of a visible and material dedication to empowering women in organizations.

(Earnshaw, 1993) The workplace is pervaded with gender stereotypes that perpetuate male-female roles and expectations, which is a covert form of discrimination. The lack of support and assistance provided to female employees by male co-workers is another indication of it. Due to patriarchal arrangements in households where women play submissive roles to men, stereotypes and male opposition come from cultural and societal standards (Bobbitt-Zeher, 2011; Mathur-Helm, 2006; Cha, 2013). Due to men’s unwillingness to letting go of the masculine culture and integrate female coworkers, conventional gender roles and expectations continue to be embedded in organizational structures and behavioural patterns. Women still struggle with the time management issue of juggling their traditional roles as homemakers and employed individuals with their obligations (Cha, 2013; Franks *et al.*, 2006). The authors found that organisational culture in these disciplines continues to reflect an underlying patriarchal role distribution, which is detrimental to gender equality in male-dominated occupations see also (Chisholm, 2001; Chovwen, 2007; Hicks, 2012).

## 4. Discussion and Implication Practices

The authors’ main objective was to look into the experiences of women who worked in industries where men predominated and to conceptualize the unique challenges they faced as well as the strategies that enabled them to persevere and be resilient in their careers. (Feyerherm, A., & Vick, Y. H, 2005) The participants’ suggested conceptual understanding, along with some of their resiliency, reveal the participants’ specific challenges as women who worked in fields with a male predominance. The primary challenges that the women in this study faced related to their unique physical characteristics, sense of identity, and demands for a work-life balance, as well as overt and covert gender-discriminatory organizational practices. They demonstrated their resilience by using creative and resourceful coping strategies as well as the

Studies that focus on certain occupations offer comparable findings. According to “Davey and Davidson” (2000), male coworkers and even passengers have occasionally engaged in violent and sexist behaviour because of the poor position of female pilots in the profession. “Mathur-Helm” (2006) asserts that managerial practises that lead to organizations treating women unfairly are brought on by stereotypes that are widely held in societal structures, attitudes, conventions, values, and corporate cultures. A 2011 research by Dodge, Valcore, and Gomez of female officers in male-dominated special weapons and operations teams offers proof of this (SWAT). They argue that meeting the challenge of integrating female officers into the SWAT subculture requires a change in perception within the larger culture, which still insists on values of masculinity.

Due to their particular physical, identity, and need for a work-life balance, women face additional difficulties in fields where men predominate. The authors discovered that environments, where men predominate, do not empower or accommodate women.

The physically and mentally taxing nature of labor-intensive work as well as working in environments that are inherently hostile to women cause stress. According to a 2011 study by Inn strand, Langballe, Falkum, and Aasland, women generally reported higher levels of physical and emotional exhaustion than men did in eight different occupational groups. In this study, it seemed that women had internalized negative notions about their level of competence. Due to this, self-efficacy and confidence were low. The participants said it was difficult to maintain their self-efficacy and confidence because so many of their male co-workers persisted in undermining female competence and perpetuating gender stereotypes.

The results of this study also demonstrate how valuable mentorship is as a coping mechanism for female employees working in typically male-dominated sectors. This is similar to how important mentors are to accountants in Ghana. (Hinson, Amidu, and Otieku, 2006) The women in the current study believe that a mentoring relationship should be comprehensive,

offering expert advice and support as well as addressing their worries about mental health and work-life balance. In contexts where men predominate, there seems to be a problem with the availability of female mentors in specific jobs and professions (Chowwen, 2004). Female mentors were specifically recognised as being necessary by study participants. Participants in the author’s study concluded that a variety of factors inspire. (Ashraf, 2006)

Despite the incredibly difficult circumstances, they gave the women the courage to carry on working in fields where men predominate. Some of the women were optimistic about the possibilities for women’s careers in the future and remained upbeat about the gradual changes being made to equalize women in historically male-dominated professions. In their 2009 study of women employed in the construction industry, Madikizela and Haupt had similar sentiments discovered.

Innstrand, S. T., Langballe, E. M., Falkum, E., & Aasland, O. G. (2011).

The authors claim that for women who choose to stay in male-dominated professions, overcoming the unique challenges they face in those fields presents a constructive challenge. They experience engagement, success, and feelings of accomplishment as a result. They appear to be proud of overcoming gender-based obstacles at work. This demonstrates a desire for success and personal achievement. Contrarily, being a member of a minority makes women susceptible to prejudice and discrimination while also enabling them to stand out as distinctive and trailblazing—qualities that (Bagihole, 2006) identified as advantageous for the work identity of female priests. Study participants knew that achieving success and notoriety was a testament to their talent and a reason to continue working in male-dominated fields. According to (Sturges, 1999), Because they define success in terms of a variety of internal and intangible qualities like achievement, achievement, personal acknowledgment, and influence, women are less likely than males to describe career success in terms of money and social progress. Organizational strategies for advancing

women's careers cannot be as effective without an effort to better understand how women perceive their professional success.

## 5. Recommendations

Organizations that need to hire women into male-dominated occupations and keep them on staff shouldn't assume that these women will be able to successfully integrate into these environments. Organizations must implement official organizational initiatives to foster a climate where women can enter and remain in professions where men predominate. Clear, efficient rules that address women's physical demands, new management techniques that promote cultures that value women, and adequate emotional support and mentoring are all examples of organisational activities that should be implemented. It is necessary to review current laws protecting women, such as maternity leave, and to create better plans for expectant workers who cannot work in dangerous conditions. Organizations should equip themselves with gender-inclusive policies in order to properly support the affected female employees. Furthermore, gender sensitivity training must be integrated into orientation and induction protocols for all new hires. (Van den Berg, H. S & Van Zyl, E. S, 2008) As such, future research should include women who left male-dominated fields in order to gain insight on their experiences. The authors observed various cultural traditions and gender roles associated with the subjects' stories; thus, further research is required in this area to accurately reflect how diverse cultures impact the inclusion of women in male-dominated settings.

## 6. Conclusion

The participants in this study provided valuable insights about the male-dominant occupations, even though they only made up a small portion of that population. As a result of their heavy workloads, it was particularly challenging to collect data from them. Nonetheless, the authors found that women who are part of male-dominated occupations often have to work in environments that don't adequately meet their needs due to covert and implicit gender biases. Furthermore, there are few supportive practices offered for these

women in such workplaces. However, if organizations create clear career paths for female employees, provide physical support and recognition for both successes and efforts, as well as remove potential barriers to their drive for success, they can help encourage more women to remain in such male-led fields. It is crucial to provide these women with gender-balanced mentoring in order to help them cope and persevere.

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# Discrimination Based on Gender and How It Affects Employee Performance

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## Abstract

Gender discrimination in the workplace remains a persistent issue with significant implications for employee well-being and organizational effectiveness. This study investigates the multifaceted impact of gender discrimination on employee performance in the transportation sector, focusing on the experiences of female commercial drivers in Coimbatore, Tamil Nadu, India. Employing a mixed-methods approach, the study integrates qualitative thematic analysis with quantitative survey findings to provide a comprehensive understanding of discrimination dynamics and their implications for organizational productivity. To determine the effects of discrimination on employee performance, data were gathered from 243 front-line female commercial drivers employed in Coimbatore's road transportation industry. Analysis of the data is done statistically using correlation and regression techniques, and mixed-method analysis was used as comparative analysis using cross-tabulation and chi-square and moderation analysis using AMOS. This study considers three types of gender discrimination: hiring, promotion, and facility discrimination. The level of employee performance is more a result of discrimination against women in hiring and amenities. The paper offers principles for human resource managers to follow to prevent discriminatory behavior that negatively impacts employee performance. Guidelines for human resource management and empirical information from the Coimbatore road transport sector relate to employee performance and how it affects organizational productivity.

## Keywords

Employee performance, female commercial driver, gender discrimination, mixed-method, road transport sector, thematic analysis

## Introduction

Although gender differences were initially noted in the 1950s, organizational and administrative studies did not begin to take gender discrepancies seriously until the 1980s and 1990s. In several studies (Hearn & Parkin, 1987) that focused on women in male-dominated organizations during these 20 years, the effects of gender were taken into consideration. The term “gender” is used to describe a range of distinctions between men and women, from the biological to the social. When someone is treated unfairly because of their race or gender, it is called discrimination. The dictionary defines “gender discrimination” as the preference for one gender over another, as determined by the aforementioned standards.

In a range of situations, including employment, compensation and wage discrimination, promotion, and discrimination in access to different goods and services, gender discrimination is a possibility. Employees serve as the company's backbone and perform crucial tasks that are

fundamental to its sustainability. Employee performance is negatively impacted by gender discrimination. To better understand how gender discrimination impacts employee performance, this research will examine these issues. Since men often hold the majority in India, they are given full preference. Gender discrimination encompasses a range of unfair treatment and biases based on an individual's gender, affecting various aspects of employment, including hiring, promotion, and access to opportunities and amenities. Despite advancements in gender equality initiatives, discriminatory practices persist in many industries, including

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transportation. Female workers in male-dominated sectors often face unique challenges related to gender bias, harassment, and unequal treatment, impacting their job satisfaction, performance, and career advancement opportunities.

The transportation sector, characterized by its male-dominated workforce, presents a compelling context to examine the intersection of gender discrimination and employee performance. This study aims to advance understanding of the challenges faced by female commercial drivers in Coimbatore's road transportation industry and explore how gender discrimination influences their performance and organizational productivity levels in the Coimbatore road transportation industry.

By employing a mixed-methods approach, combining qualitative thematic analysis with quantitative survey techniques, the study seeks to uncover nuanced insights into discrimination dynamics and their implications for employee well-being and organizational outcomes.

The human resource managers in the transportation industry who are dealing with gender discrimination and how it affects employee performance may find this study to be beneficial. It would also be beneficial for any transport business employee by educating them on the fundamental effects of gender discrimination on productivity.

## Theory Framework

Gender discrimination in the workplace has been widely documented across various industries and geographical contexts. Studies have highlighted the prevalence of discriminatory practices in hiring, promotion, compensation, and access to opportunities and resources. In the transportation sector, female workers often encounter gender bias, harassment, and unequal treatment, contributing to a hostile work environment and impeding their professional growth and advancement.

Theoretical frameworks, such as social identity theory and gender schema theory, provide insights into the underlying mechanisms of gender discrimination and its impact on individual behavior and organizational processes. Moreover, empirical research has underscored the negative consequences of discrimination on employee morale, job satisfaction, and performance, leading to decreased productivity and organizational inefficiencies.

Petersen and Togstad (2006) claim that a variety of possible employer discriminatory practices, such as discrimination in hiring, promotion, and how salaries, are established for various types of labor, which contribute to the gender pay gap and employment discrimination. The recruiting of new employees may be the most crucial of them. According to many observers, recruiting is the most crucial factor, followed by promotions and pay. Although gender discrepancies were initially identified in the literature on management studies in the 1950s, they were not commonly regarded as a significant variable in

organizational and administrative research until the 1980s and 1990s. Several studies (Hearn & Parkin, 1987) that concentrated on women in organizations with a male preponderance throughout these 20 years took gender impacts into consideration.

The World Economic Forum's Gender Gap Report claims that "no country in the world has yet succeeded in eliminating the gender gap and discrimination." The work market is divided based on gender and discrimination both vertically and horizontally; one illustration of this is the persistent wage difference. There have been claims that a "genderquake" is upending gender roles and rearranging them into a different, allegedly more equitable, pattern. According to some critics, gender inequality has become increasingly latent in Western industrialized economies, making it appear that individuals lack the motivation or competence to correct it (Kelan, 2009). The goal of Oros and Irina's (2006) study was to provide an overview of gender imbalance in Romania's political and economic life. This study is relevant to all forms of discrimination, particularly in light of Romania's anticipated European Union membership in 2007. Some individuals have the preconceived notion that during communism, women were given special significance in the workforce and politics. But in actuality, males predominated in politics, the party, and state-run businesses. The proportion of women in elected bodies was capped, but these were mostly formalities because the representatives were chosen and the bodies themselves had no real authority (Pokharel, 2008).

Under communism, gender equality, as well as the promise of actual authority and control, was not realized. The gender development index, the gender empowerment measure, and the human development index are used to analyze the dynamic aspect of the gender inequality phenomena. One of the key aspirations for Eastern Europe's transition to democracy and market economy is a greater opportunity for people to participate in and profit from a society that they helped construct (Gberevbie et al., 2014). Making decisions that influence people's lives is more informed and more successful when they are made in a culture that values equality. The idea that women's equality in a society that values its members depends on their representation in decision-making is becoming increasingly accepted worldwide (Maas & Torres-Gonzalez, 2011).

Mari Teigen (1999) examined the appointment cases the Gender Equality Ombud received over 10 years (1985–1994). The purpose of the study is to look at gender discrimination in hiring and the reasons why it is so hard to prove. Appointment study cases that are brought to the Ombud include those in which the plaintiff, the Ombud, and the three parties all provide arguments that expressly mention gender discrimination. How do hiring authorities respond to opposition is one of the two main questions: discrimination allegations? What reasons do people use to accept or reject arguments? an ombudsman? The three

categories into which the cases under inquiry fall are those from organizations with a male preponderance, a female preponderance, and a gender balance (Kerdpitak & Jermstittiparsert, 2020). The hiring authority typically contends that the concern for personal appropriateness was the deciding factor; therefore, it is difficult to infer how the gender of the candidates affected the hiring process. The three primary forms of arguments for hiring preferences are “continuity,” “renewal,” and “the woman is unfit” in the study of the situations. In most situations, the Ombud’s decision-making process is ambiguous. The legal knowledge of the hiring authority appears to be important in many situations (Lopez et al., 2022). Which arguments should be regarded as unbiased and which should be rejected due to ambiguity or subjectivity are not delineated.

The recruiting process is now the area of the working relationship that is least understood, according to Petersen and Togstad (2006). When making recruiting decisions, the organization’s hiring agents are fully aware of their unconscious biases and gender schemas and are worried about them. They make use of information from the Norwegian Bank (DnB), which has roughly 7,400 employees and is one of the biggest Scandinavian banks. Given the preliminary fieldwork findings and the significance of the bank in the Scandinavian environment, it was decided to further explore the recruiting process outcomes in terms of job offers (Dilrukshi & Ranasinghe, 2021). While qualitative analyses of the hiring and selection procedures are ideally suited to them, the question of who receives offers and how this can differ by sex compels one to look more closely at the quantitative record. Multivariate analysis was utilized by the statistical tools. The outcome demonstrates that women are clearly at a disadvantage and that their impacts on hiring are seen to be irrefutable. We discovered that the contrary is true about real recruiting procedures: women are not at a disadvantage and can even be at an advantage when it comes to receiving offers (Babarinde et al., 2022). Two organizational procedures could favor women. The recruiting representatives had received training on the subject of unconscious prejudice, which may have lessened its consequences. They were also instructed to actively search the applicant pool for competent women, though. After finding no eligible girls during the first pass, they continue through the pool a second and third time to discover one (Setati et al., 2019).

A quantitative method for evaluating gender discrimination in public wages at the individual level is presented by Meier and Wilkins (2002). All Texas school superintendents who worked full-time between 1995 and 1998 are included in the database utilized for the study. With 4,103 total instances for analysis, Texas has more than 1,000 superintendents, or about 8% of all superintendents nationwide. The Texas Educational Agency contributed the statistics, which were all corrected for glaring mistakes.

We provide a set of year-dummy variables to account for serial correlation as they are pooled time-series data. The findings indicate that, as opposed to being systematically different, gender disparities in superintendent pay are minor. Female superintendents who take the position of male superintendents are paid less (Tom, 2021). Salary differences are also influenced by the affluence of the local region and gender.

Using survey-based accounts of sexual harassment and sex discrimination, Heather et al. (2009) look for stylized facts about the nature of their relationship. We are particularly curious about whether these categories capture similar occurrences of gender prejudice and if they have an identical impact on employees’ job satisfaction and desire to leave their jobs. Data from the 2002 General Social Survey are used in this study. They only include employed people between the ages of 18 and 65 in the sample. This yields a final sample of 1,696 observations, of which 874 are female and 822 are male, and which has non-missing values for all of our important variables.

The findings do not strongly support the claim that sexual harassment and sex discrimination are two different behaviors that are captured by the same survey-based measures. Respondents do seem to distinguish between instances of sex discrimination and sexual harassment in the workplace. The effects, however, vary depending on gender.

Sexual harassment and sex discrimination are linked to greater levels of work unhappiness. However, it seems that males are more sensitive to sexual harassment than women are to sex discrimination when it comes to their anticipated employment shifts. Although exploratory, these findings raise the possibility that in the future sufficiently thorough surveys may serve as a helpful starting point for calculating the relationship between sexual harassment and sex discrimination (Taaka, 2022). They also contend that a multidisciplinary approach that incorporates the viewpoints of fields such as sociology, psychology, and economics offers the best chance for creating and testing a conceptual framework of gender prejudice.

Francois (1998) studied the effects of steps taken to lessen gender discrimination and explained why it continues in highly competitive employment markets. The great majority of “gender gap” research shows that women continue to earn less money than men do on average. A gap in earnings persists even after taking into account the number of hours worked, the industry in which the labor is performed, and worker traits connected to human capital, according to many who claim that this proves wage discrimination against women. Unlike earlier theories of gender discrimination, this one is based on interactions between men and women in the home rather than on the natural inequalities between men and women. Even though it is believed that discrimination is linked to elements of the labor market that are considered external, such as

higher rates of job turnover and female workers leaving the workforce, policies that only focus on the labor market's outcomes and ignore these elements can both reduce discrimination and affect these elements, further reducing discrimination. However, unless they are supplemented with more direct measures, policies that address external causes will often be less effective in decreasing prejudice.

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Accordingly, this study looked at the interactions of race, ethnic identity, and starting wages on the perceptions of salaries among 342 undergraduates, as reported by Derek R. Avery (2001). White, Asian American, and Hispanic participants showed favorable pay impacts, whereas Black respondents did not show any discrimination between incomes.

But when ethnicity, race, and pay were combined, a more nuanced pattern of answers for Black individuals emerged: Hispanic, White, and Asian Americans answered similarly to those with higher ethnic markers. These findings' implications for how racial pay inequality will continue are examined. This article details the violations made against workplace discrimination against women based on early data from 2000 to 2004.

It demonstrates how gender discrimination affects productivity in every organization. Allison Bentley is focusing

on the requirements of working women while reintegrating kid ex-combines into Serra One.

### Research Objectives

1. To examine the impact of gender discrimination on the performance and job satisfaction of female commercial drivers.
2. To compare and contrast qualitative thematic analysis findings with quantitative survey results to identify areas of convergence, divergence, or complementarity between qualitative and quantitative data.
3. To integrate qualitative insights from thematic analysis with quantitative evidence to develop a comprehensive understanding of gender discrimination dynamics and their multifaceted impact on employee performance in the transportation sector.

### Regression

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \beta_5X_5 + \beta_6X_6 + \beta_7X_7 + \beta_8X_8 + \beta_9X_9 + \beta_{10}X_{10} + \beta_{11}X_{11},$$

where  $Y$  is employee performance,  $\beta_0$  is a constant,  $X_1$  is discrimination for promotion,  $X_2$  is discrimination for salary increment,  $X_3$  is discrimination for benefits,  $E$  is SD,  $\beta_1, \beta_2, \beta_3, \dots, \beta_{11}$  are coefficients.

Following a survey of the literature, this research proposes many theories and questions.

- What is gender discrimination, and how many different forms does it take?
- What impact does gender discrimination have on employees' performance?

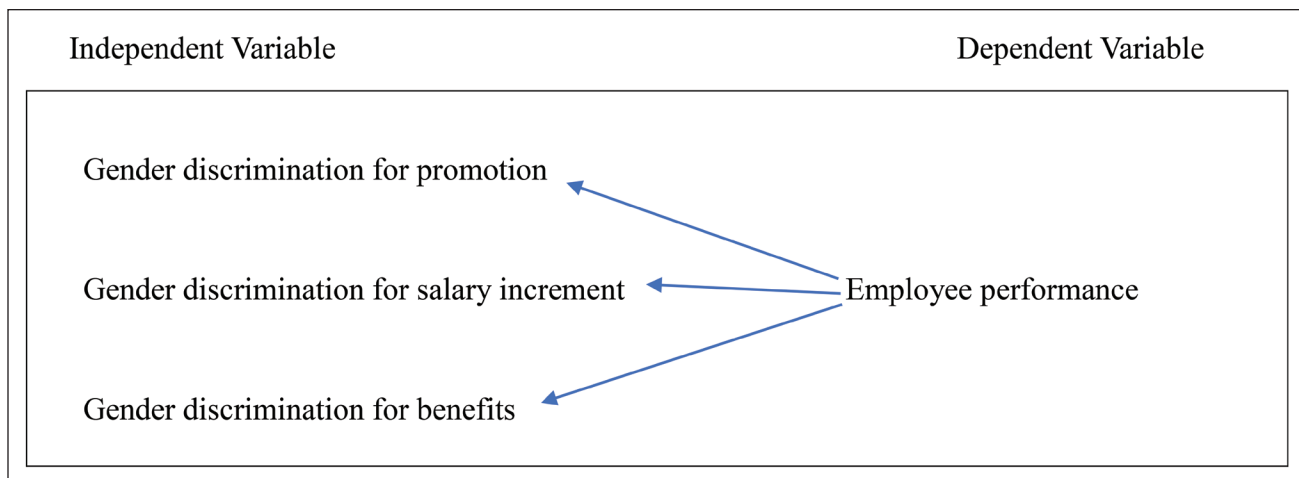


Figure 1. Diagram of Gender Discrimination and Employee Performance.

The hypotheses are as follows:

- $H_{01}$ : Employee performance is not correlated with gender discrimination.
- $H_{0(a)}$ : Discrimination for promotion is not associated with employee performance.
- $H_{0(b)}$ : Discrimination for salary increment is not associated with employee performance.
- $H_{0(c)}$ : Discrimination for benefits is not associated with employee performance.
- $H_{02}$ : There is no significant association between the demographic variables (age, education, and experience), level of female commercial drivers, and their perceptions and experiences of discrimination and promotion opportunities.
- $H_{03}$ : Demographic variables (age, education, experience) will not strengthen the positive effect on gender discrimination and employee performance.

## Methodology

This section explains the statistical techniques used to estimate the impact of gender discrimination on employee performance as well as the research variables, sample, data distribution pattern, and sample size. The objective of this research is to contribute to our understanding of important components of gender discrimination that affect performance.

In terms of methodology, our study followed a cross-sectional design, wherein data were collected from 243 front-line female commercial drivers employed in Coimbatore's road transportation sector. The sample size was determined based on considerations of statistical power and representativeness within the context of the study objectives. Data collection was conducted through face-to-face interviews and self-administered surveys, depending on the preferences and availability of the respondents. Before data collection, ethical considerations were carefully addressed, and informed consent was obtained from all participants.

The questionnaire administered to the respondents was carefully designed to capture relevant data on gender discrimination in the transportation sector and its impact on employee performance. The questions were structured to elicit information on various aspects of gender discrimination, including hiring practices, promotion opportunities, salary increments, and access to benefits and amenities.

Specifically, the questionnaire included both closed-ended and open-ended questions to gather quantitative and qualitative insights from the respondents. Closed-ended questions facilitated the collection of structured data, enabling a statistical analysis using techniques such as correlation, regression and mixed-method analysis. Comparative analysis was performed using cross-tabulation and chi-square, and moderation analysis was conducted using AMOS.

## Study Area

In this section, the study examines the relationship between worker performance and gender discrimination in the road transportation sector in Coimbatore. Coimbatore was selected as the study location for several reasons. First, Coimbatore is renowned as a major industrial and commercial hub in the state of Tamil Nadu, India. The city's transportation industry, with its diverse range of stakeholders and operational dynamics, provided a rich and representative context to explore the intersection of gender discrimination and employee performance within the transport sector. Additionally, Coimbatore's geographical location and accessibility facilitated data collection and engagement with relevant stakeholders, including female commercial drivers, transport companies, and industry experts.

Furthermore, Coimbatore's demographic composition, coupled with its status as a prominent urban center, offered insights into the unique challenges and opportunities faced by women working in male-dominated industries such as transportation. By focusing on Coimbatore, we aimed to generate findings that could inform policy interventions and organizational practices not only within the city but also in similar contexts across India and beyond.

## Data Set

The basic data used in this investigation were collected using a questionnaire. The responder of a private transport sector organization provided the information for the study.

## Variable

The study's goal is to examine gender discrimination in Coimbatore and how it affects output. The past study and analysis on performance and gender discrimination had an impact on the choice of variables. All the following variables, including dependent and independent variables, have been utilized to test the study's hypothesis (Figure 1).

## Independent Variable

Gender discrimination is the study's independent variable, which can have either a positive or negative impact on the dependent variable. The world's most pressing social issue is gender inequality.

## Dependent Variable

The dependent variable, which is a variable that is affected by the independent variable, is the focus of the researcher's attention. Employee performance is the primary dependent variable, and the variation in the independent variable can explain the variance in the dependent variable.

## Limitation

Cost, timing, and research culture are the main drawbacks of this study. Due to a lack of funding, this research cannot be carried out on a larger scale. Time is yet another restriction. Employees are unwilling to engage in surveys and provide personal information since there is no research culture in Indian organizations, particularly in the transportation industry.

## Results

### Reporting Demographic Profile

Demographics shows the profile of our respondents. This nominal data type provides us with a frequency table. The demographic profile of the respondents is presented in Table 1. It shows that 98 respondents were above 30 years of age (41.5%), 58% were from the school level, 66% were married, and the majority are three-wheeler drivers. Most of the respondents earn a monthly income between ₹20,001 and ₹25,000. Further, the majority of respondents have 6–10 years of experience.

### Reporting Correlation and Regression

Table 2 shows the Pearson correlation and regression analysis using SPSS was the statistical method used to analyze the data. To indicate how the respondents responded to the question, a descriptive analysis was performed. The correlation coefficient offers a way to gauge the degree of strength. The goal of this study is to prove a causal link between gender discrimination and performance, which was estimated using regression analysis.

Pearson correlation using SPSS is one of the statistical methods used to analyze the data. A sensible and well-known method of determining the linear link between variables is Pearson correlation. The Pearson coefficient expresses the strength of the relationship between the variables under study. The correlation coefficient offers a way to gauge the degree of strength. The dependent variable and all other independent variables have a linear connection. At a 95% confidence level, the link and association have been explained. At the 0.05 level of confidence or 95% of the time, there is a significant association between the variables. At a 95% confidence level, gender

discrimination has an impact on employee performance, which helps to explain the high correlation between the two.

To explain the variance and causal connection between the independent and dependent variables, regression analysis is performed. Table 3 provides the regression coefficients for the independent variables. At the 0.05 threshold of significance, there is discrimination in benefits, salary increases, and promotions. These denote regression line's slope and Y-intercept. Table 3 contains one constant, which is 1.985, as well as the regression coefficients for the slope and Y-intercept,  $-0.521$ ,  $-0.327$ , and  $-0.123$ , respectively.

The regression analysis showed that gender discrimination had a significant, negative effect on workers' productivity. To identify the main variable influencing the dependent

**Table 1.** Demographic Profile of the Respondents.

	Frequency	% of Frequency
Age		
21–25	68	28
26–30	77	32.8
>30	98	41.5
Education		
School level	136	58
UG	68	28
Postgraduation and diploma	39	16
Marital status		
Married	155	66
Unmarried	38	15.6
Divorced	30	12
Widow	20	8
Job category		
Three-wheeler	188	79.6
Four-wheeler	17	7
Heavy vehicle	1	0.42
Both three and four-wheeler	37	16
Monthly income (₹)		
15,000–20,000	65	27.5
20,001–25,000	90	37
25,001–30,000	88	36
Experience, years		
1–5	65	27.5
6–10	100	41
>10	78	32
Total	243	100

Source: Primary data.

**Table 2.** Correlation.

Correlation	Discrimination for Promotion	Discrimination for Salary Increment	Discrimination for Benefits	Employee Performance
Discrimination for promotion	1			
Discrimination for salary increment	-0.389	1		
Discrimination for benefits	-0.334	0.000	1	
Employee performance	-0.289	-0.056	-0.046	1

Note: Correlation is significant at the 0.05 level (two-tailed).

**Table 3.** Coefficient.

Model	Unstandardized Coefficient		Standardized Coefficient		
	B	SD	Beta	T	Sig.
(Constant)	1.985	1.069		2.895	0.001
Discrimination for promotion	-0.521	0.232	0.361	1.874	0.003
Discrimination for salary increment	-0.327	0.155	-0.157	-0.569	0.000
Discrimination for benefits	-0.123	0.226	-0.026	-0.358	0.004

**Note:** Dependent variable: employee performance.

**Table 4.** Model.

Model	R	R <sup>2</sup>	Adj. R <sup>2</sup>
1	0.896	0.823	0.817

**Table 5.** ANOVA.

Model	Sum of Square	df	Mean Square	f	Sig.
1 Regression	2.856	4	0.817	1.254	0.000
Residual	33.654	65	0.564		
Total	36.879	69			

**Notes:** a. Predictors: (Constant) discrimination in promotion, discrimination in salary increment, and discrimination in benefits.  
b. Dependent variable: employee performance.

variable, employee performance, regression analysis was used in this study. Table 4 represents the employee performance as the dependent variable in the model's regression analysis. *R*-squared (*R*<sup>2</sup>) is equal to 82.3%, while adjusted *R*<sup>2</sup> is about 81.7%. This shows that just 36.4% of the variance, or independent factors, is responsible for the fluctuation in the dependent variable, or employee performance. Stronger correlations are indicated by larger *R* values.

Table 5 lists the findings of a variance analysis. The total model's statistical significance is indicated by its *F* value, and independent variables are shown to be capable of predicting changes in the dependent variable.

### Interpretation

Cross-tabulation and chi-square was used to conduct a comparative analysis among age, education, and experience of female commercial drivers regarding perceptions and experiences of discrimination and promotion opportunities:

*Age vs. perception of discrimination:* There is a variation in perceptions of discrimination across different age groups among female commercial drivers shown in Table 6. The highest count of respondents who strongly agree with experiencing discrimination is in the age group "30 above," followed by "26–30" and "21–25" age groups. The "18–20" age group has the lowest count of respondents who strongly agree with experiencing discrimination.

*Age vs. promotion opportunities:* Promotion opportunities also vary across different age groups among female commercial drivers. The highest count of respondents who strongly disagree with promotion opportunities is in the "18–20" age group, where no respondents strongly agree with this category. The "30 above" age group has the highest count of respondents who strongly agree with promotion opportunities shown in Table 7.

*Education vs. perception of discrimination:* There is a noticeable difference in perceptions of discrimination across different education levels. Respondents with the undergraduate (UG) education level have the highest count of respondents who strongly agree with experiencing discrimination shown in Table 8.

*Education vs. promotion opportunities:* Table 9 shows that promotion opportunities also vary across different education levels among female commercial drivers. Respondents with postgraduate (PG) education levels have the highest count of respondents who strongly agree with promotion opportunities.

*Experience vs. perception of discrimination:* There is a variation in perceptions of discrimination across different levels of experience shown in Table 10. Respondents with 5–10 years of experience have the highest count of respondents who strongly agree with experiencing discrimination.

*Experience vs. promotion opportunities:* Promotion opportunities also vary across different levels of experience among female commercial drivers shown in Table 11. Respondents with 1–5 years of experience have the highest count of respondents who strongly disagree with promotion opportunities.

Cross-tabulations provide insights into how demographic factors such as age, education, and experience influence perceptions of discrimination and promotion opportunities among female commercial drivers.

### Chi-square Interpretation

*Age vs. perception of discrimination:* Pearson chi-square:  $\chi^2(16) = 19.972, p = .222$  (not significant), likelihood ratio:  $\chi^2(16) = 18.308, p = .306$  (not significant), linear-by-linear

**Table 6.** Age Perception of Discrimination Cross-tabulation.

Age (Years)	Perception of Discrimination					Total
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
18–20	8	2	5	10	5	30
21–25	9	6	9	8	6	38
26–30	12	12	40	24	10	98
30 above	10	4	28	18	17	77
Total	39	24	82	60	38	243

**Table 7.** Age \* Promotion Opp Cross-tabulation.

Age (Years)	Promotion Opp					Total
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
18–20	29	0	0	0	0	29
21–25	0	34	0	0	0	34
26–30	0	0	88	0	0	88
30 above	0	0	0	68	0	68
Total	29	34	88	68	24	243

**Table 8.** Education \* Perception of Discrimination Cross-tabulation.

Education	Perception of Discrimination					Total
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
School	17	22	10	14	16	79
UG	19	20	11	18	24	90
PG	13	12	7	27	13	72
Total	49	54	28	59	53	243

**Table 9.** Education \* Promotion Opportunities Cross-tabulation.

Education	Promotion Opportunities					Total
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
School	23	15	27	28	13	106
UG	4	1	13	20	12	50
PG	2	10	40	20	13	85
Total	29	26	80	68	38	243

**Table 10.** Experience \* Perception of Discrimination Cross-tabulation.

Organization	Perception of Discrimination					Total
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
1 year	27	2	3	14	11	40
1–5 years	3	17	1	10	10	13
5–10 years	6	3	57	16	5	80
> 10 years	3	2	1	40	4	62
Total	39	24	62	88	30	243

association:  $\chi^2(1) = 8.660$ ,  $p = .003$  (significant). While the Pearson and likelihood ratio tests do not show a significant association, the linear-by-linear association test indicates a significant linear trend between age groups and perceptions of discrimination.

*Age vs. promotion opportunities:* Pearson chi-square:  $\chi^2(16) = 864.000$ ,  $p < .001$  (significant), likelihood ratio:  $\chi^2(16) = 615.601$ ,  $p < .001$  (significant), linear-by-linear association:  $\chi^2(1) = 215.000$ ,  $p < .001$  (significant). All tests demonstrate a significant association between age

**Table 11.** Experience \* Promotion Opportunities Cross-tabulation.

Organization	Promotion Opportunities					Total
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
1 year	12	10	11	30	22	40
1–5 year	2	10	3	11	21	13
5–10 year	13	32	10	19	2	80
Above 10yr	2	12	3	21	7	62
Total	29	64	27	81	42	243

groups and perceptions of promotion opportunities, indicating varied perceptions across different age groups.

*Education vs. perception of discrimination:* Pearson chi-square:  $\chi^2(16) = 61.029, p < .001$  (significant), likelihood ratio:  $\chi^2(16) = 60.153, p < .001$  (significant), linear-by-linear association:  $\chi^2(1) = 40.407, p < .001$  (significant). Significant associations are observed between education levels and perceptions of discrimination, suggesting varying perceptions across different education levels.

*Education vs. promotion opportunities:* Pearson chi-square:  $\chi^2(16) = 52.633, p < .001$  (significant), likelihood ratio:  $\chi^2(16) = 47.526, p < .001$  (significant), linear-by-linear association:  $\chi^2(1) = 24.425, p < .001$  (significant). Significant associations exist between education levels and perceptions of promotion opportunities, indicating differing perceptions based on education.

*Experience vs. perception of discrimination:* Pearson chi-square:  $\chi^2(16) = 253.271, p < .001$  (significant), likelihood ratio:  $\chi^2(16) = 184.414, p < .001$  (significant), linear-by-linear association:  $\chi^2(1) = 88.294, p < .001$  (significant). Significant associations are found between levels of experience and perceptions of discrimination, suggesting variations based on experience.

*Experience vs. promotion opportunities:* Pearson chi-square:  $\chi^2(16) = 40.394, p = .001$  (significant), likelihood ratio:  $\chi^2(16) = 39.168, p = .001$  (significant), linear-by-linear association:  $\chi^2(1) = 19.585, p < .001$  (significant). Significant associations are observed between levels of experience and perceptions of promotion opportunities, indicating differences in perceptions based on experience. These interpretations are summarized and detailed in Table 12.

**Table 12.** Chi-square Test.

Demographic Variable	Perception of Discrimination	Promotion Opportunities
Age	$p = .003$	$p < .001$
Education	$p < .001$	$p < .001$
Experience	$p < .001$	$p < .001$

**Source:** Computed data.

### Reporting Moderation Analysis

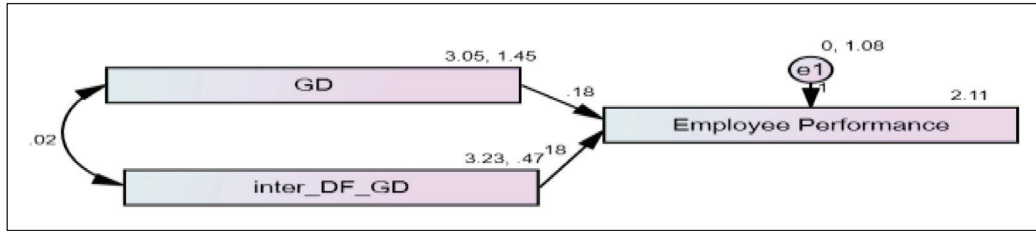
*Age:* The significance of associations between age and perceptions of discrimination and promotion opportunities suggests that age influences how female commercial drivers experience workplace discrimination. Older drivers may have developed coping strategies over time, potentially mitigating the negative impact of discrimination on performance. Conversely, younger drivers may be more vulnerable to discrimination due to their limited experience and authority, which could adversely affect their performance. This moderation analysis, as shown in Figure 2, illustrates the differential impact of age on perceptions and outcomes.

*Education:* Significant associations between education levels and perceptions of discrimination and promotion opportunities indicate that education influences how female drivers perceive their work environment. Higher education levels may empower drivers to recognize and challenge discrimination, leading to better performance outcomes. Conversely, lower education levels may restrict drivers’ awareness of their rights and ability to advocate for themselves, exacerbating the negative effects of discrimination on performance. This moderation analysis, as shown in Figure 2, highlights the role of education in shaping these perceptions and their impact on performance.

*Experience:* Significant associations between experience levels and perceptions of discrimination and promotion opportunities suggest that experience shapes how female drivers navigate their workplace. More experienced drivers may have developed coping strategies and advocacy skills, positively impacting their performance. Conversely, less experienced drivers may be more susceptible to discrimination due to their unfamiliarity with workplace dynamics, potentially hindering their performance. This moderation analysis, as shown in Figure 2, demonstrates how experience influences the relationship between perceptions of discrimination and promotion opportunities and performance outcomes.

### Findings and Results

These findings underscore the importance of considering demographic factors when addressing issues related to



**Figure 2.** Moderation Analysis Workflow.

discrimination and promotion opportunities in the commercial driving sector. They provide valuable insights into how age, education, and experience influence perceptions and experiences among female drivers, which can inform targeted interventions and policies aimed at improving workplace equity and satisfaction within the industry.

The findings revealed that older drivers tend to have developed coping mechanisms, while younger drivers may be more vulnerable to discrimination. Higher education levels empower drivers to challenge discrimination, whereas lower education levels may limit advocacy skills. More experienced drivers often possess coping strategies, while less experienced drivers may struggle to navigate workplace dynamics. These insights underscore the importance of considering demographic factors in addressing discrimination and promoting equity in the commercial driving sector.

## Conclusion and Implication

The study examined the impact of gender discrimination on the performance and job satisfaction of female commercial drivers in the transportation sector of Coimbatore. It also aimed to compare and integrate qualitative thematic analysis findings with quantitative survey results to gain a comprehensive understanding of gender discrimination dynamics. The research findings highlight a significant correlation between gender discrimination and employee performance, with discrimination for promotion, salary increments, and benefits negatively affecting productivity. Regression analysis further confirmed the detrimental impact of gender discrimination on worker productivity, underscoring the need for proactive measures to address discrimination in the workplace.

The study successfully compared and contrasted qualitative thematic analysis findings with quantitative survey results, revealing areas of convergence, divergence, and complementarity. By integrating qualitative insights with quantitative evidence, the research developed a comprehensive understanding of gender discrimination dynamics and their multifaceted impact on employee performance in the transportation sector.

Demographic factors such as age, education, and experience significantly influenced perceptions of discrimination

and promotion opportunities among female commercial drivers. Insights from cross-tabulations and chi-square analyses underscored the importance of considering these demographic factors in addressing workplace equity and satisfaction within the industry. The study sheds light on the nuanced interplay between demographic factors and perceptions of discrimination among female commercial drivers. Age, education, and experience emerge as significant influencers, shaping how drivers experience and respond to discrimination in the workplace.

## Implications and Recommendations

### Policy Interventions

The findings emphasize the need for targeted interventions and policies aimed at addressing gender discrimination in the transportation sector. This includes implementing awareness training, mentorship programs, and diversity initiatives to foster inclusivity and equal opportunities for female drivers.

### Organizational Practices

Transport companies should review their hiring, promotion, and salary increment practices to ensure fairness and transparency. Creating supportive work environments that value diversity and prioritize employee well-being can enhance job satisfaction and performance.

### Research Culture Enhancement

Efforts should be made to foster a research culture within Indian organizations, particularly in industries like transportation. This can be achieved through capacity-building initiatives, knowledge-sharing platforms, and collaborative research partnerships.

Overall, the study provides valuable insights into the complex relationship between gender discrimination, employee performance, and demographic factors in the transportation sector. By addressing these issues through targeted interventions and informed policy decisions, organizations can create more equitable and inclusive workplaces that benefit both employees and the industry as a whole.

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## Declaration of Conflicting Interests

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