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An Analytical Study of Employee Performance and Its Relationship with Equal Opportunities in Service Industry

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Abstract: ***Equal opportunities are a crucial element among employees in workplace so as to enhance performance and achieve social justice within the community. Therefore, the equal opportunity isn't a slogan to be raised, or claim to be invited, but it is a political will and national strategy. This research aims to spot the contributions and therefore the effects of equal opportunities on the worker performance in workplace and analyses the effectiveness of equal opportunities on employee performance among employees. There are organizational processes that result in class, racial and gender inequalities. Many inequalities occur because of implicit bias. Many people argue that women derive their social status from the men around them, such as their fathers and husbands. This is because femininity, throughout history, has been associated with procreation and family education. The scale of equal opportunities namely; equal opportunity, equal employee training, equal payment, recruitment and selection. The result of the analysis shows positive impact on equal employment opportunities and employee performance in the organization. Thus, this text is significance as its concerning on the long run directions moreover as addresses other variables within the workplace which may be utilized to enhance this area.***

Keywords: Equal opportunity, Recruitment, Employee performance, Employees

I. INTRODUCTION

Equal opportunity is not a concept that is strange to humankind. Even in this century, many groups of society are still fighting for equal opportunities in order to make their lives more facile. It simply means that all people will be treated equally and not disadvantaged by prejudices or bias. In fact, Anthony Gidden has given a tangible form for equality, defining a universal opportunity in order to participate in a functional life and society as a whole. This, in extension, will create an order to create a realistic version of the concept of equality which matches well with social changes and changes in attitudes at the center of society (individualization) . The fundamental value of equality is expressed in a way that involves the concept of inclusion. (Giddens,2018). Equality in the workplace doesn't necessarily mean the equal opportunity to all. It could simply be helping an individual with their right to be different yet collectively accepted and appreciated.

The idea of equal employment opportunities is based on federal regulations and laws that ensure no one is subjected to discrimination while looking for work for any reason. It is especially crucial in light of globalization and the workforce's diversity. Additionally, this notion came about as a result of long-standing discrimination against staff members, such as when men and women with the same or similar jobs were paid differently, when members of a particular ethnic group were prevented from advancing in their careers or from obtaining certain positions, or when they were treated erroneously and differently. As a result, after a lot of awareness and collective voices, laws pertaining to equal chances, equal pay, and workers' rights getting practiced. And that is precisely what the legal idea of equal employment opportunities entails, according to which everyone must receive equal treatment in all work-related and labor relations-related processes.

According to a survey done by Harvard business review (HBR),78% of employees said they work at organizations that lack diversity in leadership positions. Now let's get into why equality in the workplace is needed. First of all: An organization comprises employees from different groups of society yet privileged groups do have the upper hand in the workplace; whether it's based on race, caste, religion, or gender. This only fuels harmful effects on others as they will be apprehended of the opportunities they deserve. Second of all: in order to showcase themselves as a diverse company globally, companies need to be diverse and inclusive. Diversity also helps in the success of a company. According to a study done by Deloitte, companies that are diverse and inclusive have statistically outsmarted their peers.

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Their findings are in line with research carried out by Sodexo which showed that a gender-balanced workplace led to a higher employee engagement, a stronger brand image, a 23% increase in gross profit, and a 13% increase in organic growth.

Most countries around the world have rules which require companies to treat their employees fairly without any discrimination. The 2018 workplace equality index had ranked 198 countries based on several determinants of workplace equality such as providing incentives for women to join the workforce supporting women in building a credit score etc. According to an article by Applied in 2019, countries with the best equal opportunities were ranked based on two criterions 1) their customers operate in these countries and 2) Their response to large economies with easyto-identify data. Moreover, diverse governments around the world encourage gender diversity in the workplace and improve female appointments to the top position such as board of director and executive management. According to a study of 47 countries, Terjesen et al. (2015) suggest that national corporate governance codes have helped to increase the share of female directors in boards from 5.6% to 17% on average during 1990 to 2014. Terjesen et al. (2015) also show that inclusion of female directors in the board had a positive link to higher creativity and innovation in problem solving, as well as to a broader nonprofessional expertise and networking Australia, Canada, New Zealand, etc were some of the countries which as topmost ones ranked. These countries have created independent equality organizations that make sure both the employers and job applicants are informed about their rights, provided employment practices, and share incidents of discrimination from which organizations can learn. Ethnicity has a large influence on the quality of work and the amount of money a person will earn in the workforce. Currently, African-American men who work full-time and year-round make up 72% of the average income of comparable white men. Among African-American and white women, the pay ratio is 85 percent. The unemployment rate for blacks is usually about twice that of whites. White men have many great advantages in the workplace. They are offered a wider variety of job opportunities. The positions that earn the most and are most powerful are usually filled by white men. Although this type of inequality has decreased over the past 20 years, it is still common.

A survey on Glassdoor by an American company reviewing website revealed that the a diverse workplace is a criterion that an employee takes into account before considering a job.

Even though a diverse workplace is of substantial importance to the multitude of white workers, it was of even greater significance for minority job seekers. 72% of women (v. 62% of men), 89% of African Americans, 80% of Asians, and 70% of Latinos considered workforce diversity to be important when looking for a job. This means that setting up a diverse work environment will attract a greater number of talented employees and hence, set up the company for success.

This raises another question: why are there inequalities in the workplace?

II. LITERATURE REVIEW

The concept of equal opportunities refers to the practise of justice and equality among people in all spheres of life, notably among employees in the workplace. In terms of equal opportunity, everyone should be treated equally, and workplace racial discrimination should be avoided. Despite the availability of limited resources, FBA (2011) argues that equal opportunity is referred to find the high level of competition among society's workforce. Similar to Van der Heyden (2013), who asserts that advancement is based on merit, aptitude, and potential, workplace equality offers all individuals equal opportunities to take part in the empowerment process. Additionally, it makes the assumption that everyone had a similar upbringing.

As a result, any technique or procedure that goes against the idea of equality as a fundamental concept will result in injustice at work. In fact, the primary objective of equality will result in unfairness at work. In actuality, equality among people in all spheres of life is the primary objective of equal opportunity. Everyone must be given an opportunity in this situation based only on experience and qualifications. But, due to their influence in government and institutions, a select few persons sadly receive all hiring rights, while the bulk of people who are exempt from nepotism and recommendations have very few options available to them.

In a study by Sanchez and Brock (1996), researchers utilised 139 Hispanic male and female employees to examine the effects of workplace inequality on productivity. The findings of this study revealed that unequal treatment of workers at work automatically resulted in serious issues like low job satisfaction, stress, and decreased loyalty and commitment to the employers. Several studies have shown that equality raises employee performance levels overall, particularly in terms of training. Khan (2012) conducted one such study in Pakistan where he looked at the relationship between employee skill development and knowledge acquisition and productivity growth. Also, several studies have attempted to explain the connection between increased job satisfaction and success at work and equal chances. For instance, the study by Garrison and McCormick (1990) found a positive correlation between equal opportunity in terms of equal training, job satisfaction, a quality, as well as improved employee performance. The study also found a positive correlation between equal opportunity in terms of equal training, assignment completion, and equal training to be completed on time.

A. Equal Payment

According to the laws of equality, no employee in a company should receive a higher salary than a coworker who is performing the same role and has the same qualifications and experience for any reason, including age, gender, religion, sexual orientation, or any other form of discrimination (Kochan, T., Bezrukova, K., Ely, R., Jackson, S., Joshi, A., Jehn, & Thomas, 2003). It should be highlighted, nonetheless, that there are instances in which compensation disparities between individuals performing the same job role become justified. For instance, if someone has greater experience or education or has worked for the organisation longer. Many scholars and researchers in the field of management have paid close attention to the significance of equity in terms of equal pay and employee performance. They found that enhanced employees' perceptions of fairness can improve automatically outcomes relevant to organizations, as well as affect positively to reduce organizational turnover, loyalty, commitment, and job satisfaction, and it is considered a key of effective performance outcome (Wu, X., & Wang, 2008).

B. Relationship Between Equal Opportunity And Employee Performance

Over the past few years, there has been a lot of ongoing concern about how unfair practices in the workplace are having an increasing impact on employee morale and productivity. Unfair treatment of employees in terms of training, performance evaluation, selection, and compensation has been the subject of several studies. Equal training opportunities are highly demanded in order to increase employee performance and achieve organizational goals (Noe, Hollenbeck, Gerhart, & Wright, 2017).

On the other hand, if workers are given training, they will be aware of the requirements of their jobs, have the skills they need to do their jobs well, and be able to use new technology. Then, their level of motivation will rise, which will also help them perform better. A better working environment and management style will also help them perform better, which will help the company achieve its goals. The idea of performance is the foundation of competitiveness, and equality training for employees in an organization is closely linked to it. From a logical standpoint, every company in the world wants to compete with their rivals, and the only way to do so is by improving employee performance. Employees will feel a slight improvement in their own performance when they receive equal training that is directly related to their job description, and as a result, they will work harder to achieve personal and organizational objectives.

Indeed. Equal opportunity has numerous advantages for both employers and employees. such as providing employees with the same opportunities at work. staff and organizations alike benefit greatly from the equality program. Indeed, when it comes to equality, a good rubric results in a much improved overall working environment, increased productivity, and naturally increased success and business. Employees can rest assured that they will not be discriminated against in the workplace in terms of equal pay and training, equal opportunities for promotion and advancement, and that they are only being evaluated on their performance and measurable merits—one of the best benefits of equality in the workplace. They'll feel more in control because they'll know that, like everyone else, they're only being hired for their skills. In addition, the employee can be sure that they will be given the tools they need to do their job well. These tools could include accessibility for disabled employees, flexible working hours, or even good communication from all employees. The workforce will be more committed to working hard for the company that is working hard for them when there are no barriers, especially in the form of discrimination against a portion of the workforce when it comes to job advancement. Equality initiatives of this kind instill a real sense of understanding and respect throughout an organization, resulting in a much better, more pleasurable, and more productive work environment for everyone.

Employers also gain. Having people from all walks of life can help a business a lot. Their different ideas, experiences, and insights come together to make a workforce that is efficient, dynamic, and creative

C. Glass Ceiling

The idea of the glass ceiling was first authored in 1978 and in those days it was perceived as an American social issue depicting the undetectable and inaccessible hindrances that ladies face as they approach the highest point of the company pecking order (Government Unreasonable impediment Commission, 1995). Women as a whole are subjected to the glass ceiling, which is not only an invisible barrier for one woman but also for all women. Many women's career paths are hindered by these barriers, which are the result of subtle, indirect obstacles caused by stereotypes or labeling. Gender disparities are more pronounced at the top of hierarchies than at lower levels, according to Cotter, Hermsen, Ovadia, and Vanneman (2001), and the challenges increase as a person's career progresses.

Even though the term "glass ceiling" refers to a metaphor, many women do not realize the extent of its impact until they have experienced it. According to Carli and Eagly (2003), the glass ceiling is an organizational or perceptual barrier that prevents women and minority groups from ascending the organizational ladder. This is especially true given women's subordinate status. According

to Demirdjian (2007), women have been treated more favorably than men throughout human history. Numerous international surveys and reports have been conducted on the subject of the glass ceiling (see Catalyst, 2007; 2004 by Singh and Vinnicombe; EOWA, 2003).

The glass ceiling is a contentious issue that attracts constant attention. Numerous theories and statistics come into play; so many, in fact, that it might be hard for people to draw a solid conclusion. The glass ceiling, according to Morrison, White, and Van Velson (1991), is a visible barrier that prevents women from reaching certain corporate levels. They even considered it to be a barrier for women as a whole, preventing people from progressing simply because they were women rather than because they lacked the ability to handle higher-level positions. When women reach the executive level, there are some obstacles: while men face the same obstacles, the question is whether women face more than twice as many at the same level as men" (Belgihiti and Kartochian, 2008, p.5).

D. Objective Of The Study

The objective of an analytical research study on employee performance in relation to equal opportunities in a service-based industry has a comprehensive understanding of the following:

1) The current state of equal opportunities for men and women in the organization, including any disparities or biases that may exist.
2) The impact of equal opportunities on employee performance, including factors such as job satisfaction, motivation, productivity, and employee retention.
3) The specific barriers that women may face in the workplace, such as bias, lack of access to training and development, or work-life balance issues.
4) The best practices for promoting gender equality in the workplace, including initiatives such as mentoring programs, flexible work arrangements, and diversity and inclusion training.
5) The potential benefits of promoting gender equality, such as improved business outcomes, increased innovation, and enhanced customer satisfaction.

Overall, research in this area can help organizations create a more equitable and productive workplace, which can benefit employees, customers, and the organization as a whole and by conducting an analytical research study in this area, an organization can gain valuable insights into the relationship between equal opportunities and employee performance, and identify opportunities to improve the workplace culture and support the professional growth of all employees, regardless of gender.

III. RESEARCH METHODOLOGY

A. Research Method

Causal research: The objective of this research is to test hypothesis about cause-and-effect relationships between equal opportunities provided and its impact on the employee performance this study explorer on the interviewing factors impacting the employee performance due to equal opportunities provided or skipped out.

B. Sampling Technique

Snowball Sampling: A survey using a questionnaire was shared to various people working in the capacity of different levels of management in different organizations of service industry as the researchers have used snowball non probabilistic sampling to ensure diversity of people serving in different roles. This questionnaire focused on aspects such as glass ceiling , diverse recruitment policy, working condition, employee benefits , supporting in development of female employees, maternity benefits to the female employees, uniform wage policy, steps to avoid gender discrimination at workplace , training program effectiveness, anti sexual harassment policies, if the viewpoint of females are heard in the company meetings, incentives and various other related topics.

The questionnaire was shared across groups in the form of google forms. A total of 110 responses were gathered.

C. Hypothesis Testing

The tools used in the research for analysis of the data are:

1) Cronbach Alpha
2) Anova
3) Mean
4) Standard Deviation

IV. DATA ANAYSIS AND INTERPRTATION

1) A survey using 25 statements was shared to various people including :, working men and women focusing on aspects such as glass ceiling , diverse recruitment policy, working condition, employee benefits , supporting in development of female employees, maternity benefits to the female employees, uniform wage policy, steps to avoid gender discrimination at workplace, training program effectiveness, anti sexual harassment policies, if the viewpoint of females are heard in the company meetings, incentives and various other related topics. The sample of this study was composed from the respondents from the managerial positions in local and international companies, Students and employees from service industries.

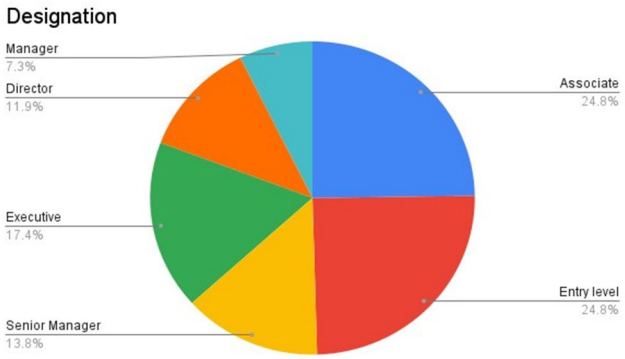


Figure 4.1 Designation

As the chart depicts the highest responses are from Entry Level and Associate i.e. 24.8 % followed by Executive i.e. 17.4% and Senior Manager i.e. 13.8% the least response is from Manager with only 7.3%

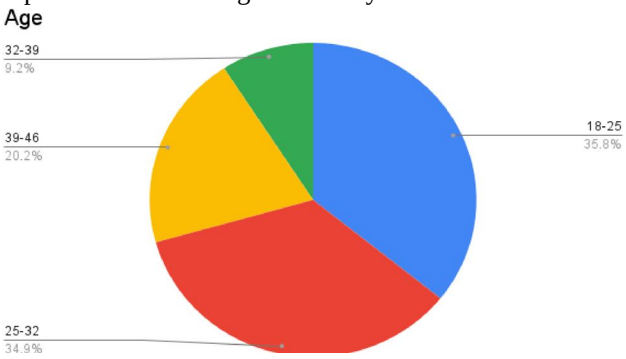


Figure 4.2 Age

As per the data the chart depicts that the majority of responses were received by youngsters between the age of 18- 25 and the least number of responses were received by the people between the age of 32-39

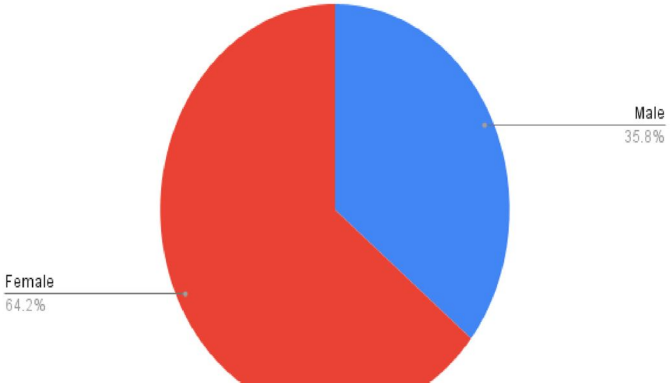


Figure 4.3 Gender

The majority number of responses was received by the women i.e 64.2% that is more than half of the responses received

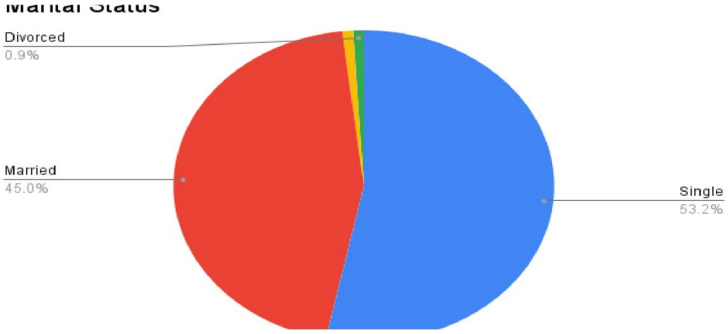


Figure 4.4 Marital Status

Majority of the responses were received by single people i.e 53.2% and least were received ny divorced i.e 0.9%

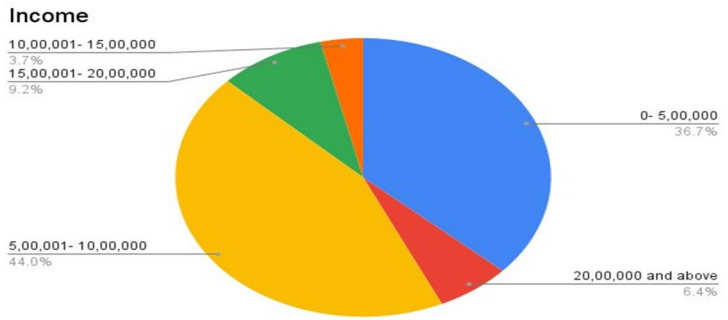


Figure 4.5 Income

Highest income range of the responders was between 500001-1000000 PA, followed by
0- 500000 PA and the least was by 1000001-1500000 i.e. 3.7%

2) There were 26 statements in the questionnaire sent out to the respondents f majorly comprises the factors such as Organizational culture, Involvement of females in decision making, Team building , equal remuneration and gender discrimination policies. These dimensions were analyzed to understand the interdependency and the subsequent impact. The observation also includes mean value of the responses obtained from 110 respondents across different demographics and the mean values are.

Statement	Mean
The male employees from different departments cooperate the same way as the male employees of the same department.	3.110092
The male employees only are able to show more effectiveness of the training provided by the organization.	3.211009
The female employees have a bigger involvement in decision making of the company.	3.284404
The company has a uniform wage policy provided for female employees working in the organization.	3.366972
My company takes steps to avoid gender discrimination.	3.366972
My company takes in the factor of “own-style and pace of work” while promoting female employees as well.	3.44036
The company has POSH (anti sexual harassment) policies implemented across organization and has taken accordingly as when needed.	3.458716
The viewpoints of women heard in your company meetings in all levels of management for every important decision or policies to be implemented.	3.477064
The training program provided, sufficient enough for an employee to perform at its best regardless of the gender.	3.495413

Many scholars and researchers in the field of management have paid close attention to the significance of equity in terms of equal pay and employee performance. They found that enhanced employees' perceptions of fairness can improve automatically outcomes relevant to organizations, as well as affect positively to reduce organizational turnover, loyalty, commitment, and job satisfaction, and it is considered a key of effective performance outcome (Wu, X., & Wang, 2008).

V. FINDINGS AND DISCUSSION

This research paper has provided numerous benefits for individuals, organizations, and society as a whole. Here are some ways it can help:

It was important to have discussions on gender equality in the workplace. We thought that it was crucial to discuss about it as it not only benefits employees but also helps organizations achieve better performance, productivity, and diversity.

The reasons why more discussions on gender equality in the workplace are necessary. First, gender inequality still exists in many industries and job roles, with women often facing discrimination, lower pay, and limited career advancement opportunities. Second, promoting gender equality can help organizations attract and retain top talent, improve employee morale, and enhance their reputation as socially responsible employers. Third, promoting gender equality can also lead to increased innovation and creativity, as diverse perspectives and experiences can help generate new ideas and solutions.

It is important to have open and honest discussions on gender equality in the workplace to raise awareness of the issues and to identify areas for improvement. Such discussions can involve a range of stakeholders, including employees, managers, and senior leaders. Organizations can also take steps to promote gender equality, such as conducting regular pay equity analyses, providing training and development opportunities for all employees, and implementing policies and practices that support work-life balance and flexible work arrangements.

VI. CONCLUSION AND RECOMMENDATIONS

The examination of the survey replies revealed a 64.2 percent female to 35.8 percent male ratio, indicating that the majority of the responses came from female respondents. This is as a result of the following factors:

Women face several glass ceilings in the workplace and are frequently susceptible to prejudiced judgements, which makes them more accountable and conscious for this particular research.

The bulk of responses are primarily students or people who are advancing in their careers at this point in their lives. This project on survey accuracy creates a clear overview of the main business difficulties that are emerging in contemporary modern times. These students work as entry-level positions with promising but inexperienced workers, a description must do more than mention a job's primary responsibilities and salary range. Due to lack of experience in the corporate world and other circumstances, the majority of respondents fall into the stage of developing into autonomous beings. This significant sector of the spectrum, which includes 66.4% of respondents earning between 0 and 5 lakhs, is where the majority of them are located.

The percentage of those earning between 5 and 10 lakhs is 24.3% in the spectrum, indicating that the results from people with modest experience were considerably lower than those from the majority of the population.

When compared to the population, we can see that the number of experienced workers in the sector making between 10 and 15 lakhs is rather small (2.8%).

Also, 5.6% of respondents reported earning $20 lakhs or more, indicating that they have experience in the pitch and are familiar with the ins and outs of the business world.

Discriminating against employees based on their gender is not always obvious, and it can take on many different forms, both overt and subtle. Here are some examples of how gender discrimination can manifest in the workplace:

1) *Pay Inequity:* Men and women can be paid differently for doing the same job, which can be a form of gender discrimination. This can be a result of explicit bias or implicit bias in the hiring or promotion process.
2) *Limited Opportunities for Advancement:* Women may be passed over for promotions or given fewer opportunities for career advancement than men, even if they have the same qualifications and experience. This can be due to stereotypes about women's abilities or assumptions about their roles as caregivers.
3) *Sexual Harassment:* Sexual harassment can be a form of gender discrimination, and can include unwanted touching, sexual comments or jokes, or requests for sexual favors.
4) *Hostile work Environment:* A hostile work environment can be created through behaviors such as sexist comments, exclusion from social activities, or other forms of gender-based discrimination.
5) *Pregnancy Discrimination:* Pregnant women may be discriminated against through being denied leave or not being provided with reasonable accommodations.
6) *Micro Aggressions:* These are subtle forms of discrimination that may be unintentional, but still create a negative impact on the person experiencing them. Examples include interrupting women when they speak or using gendered language in job descriptions.

In summary, gender discrimination can take many forms, and it is not always obvious. Discrimination can be overt or subtle, and can include pay inequity, limited opportunities for advancement, sexual harassment, hostile work environments, pregnancy discrimination, and microaggressions.

There are several reasons why inequality based on gender exists in the workplace.

a) *Stereotypes and Bias:* Stereotypes and biases about gender can influence decision-making in the workplace. For example, men may be perceived as being more competent or aggressive, while women may be seen as emotional or less capable.
b) *Gendered Socialization:* Societal expectations about gender roles can influence how men and women are socialized, which can lead to differences in behavior and opportunities. For example, women may be socialized to prioritize family over career, while men may be encouraged to be more assertive and career-oriented.
c) *Lack of Female Representation in Leadership Roles:* When there are fewer women in leadership roles, it can be more difficult for women to advance in their careers. This can create a self-perpetuating cycle, as fewer women in leadership roles means fewer female role models and mentors for other women.
d) *Discriminatory Policies and Practices:* Policies and practices that are discriminatory or fail to take into account the different needs and experiences of men and women can also contribute to gender inequality. For example, policies that do not provide paid parental leave can disproportionately impact women, who are more likely to take on caregiving responsibilities.
e) *Male-dominated Industries and Occupations:* Some industries and occupations are traditionally male-dominated, which can make it more difficult for women to break into those fields and advance in their careers.

In summary, the reasons for inequality based on gender in the workplace can include stereotypes and bias, gendered socialization, lack of female representation in leadership roles, discriminatory policies and practices, and male-dominated industries and occupations.

A. *Recommendation*

1) *Increased Diversity and Perspectives:* When a workplace is gender-balanced, there is a greater variety of perspectives and experiences brought to the table. This diversity can lead to more creativity, innovation, and better decision-making.
2) *Improved Organizational Culture:* Gender equality can create a more inclusive and positive organizational culture, where all employees feel valued and respected. This can improve employee morale, job satisfaction, and retention.
3) *Increased Productivity:* When employees feel valued and respected, they are more likely to be motivated and engaged in their work. This can lead to increased productivity and better business outcomes.
4) *Improved Reputation:* Organizations that prioritize gender equality can be seen as more socially responsible and attractive to potential customers, employees, and investors.
5) *Better Talent Acquisition and Retention:* When a workplace has a reputation for being gender-balanced and inclusive, it can attract and retain top talent, regardless of gender.

Overall, gender equality in the workplace is not just the right thing to do, it is also good for business and society as a whole.

B. *Collaborate Instead of Compete*

The unintended result of competitive leadership is zero-sum thinking, which is the idea that advancement can only be made at the expense of others among subordinates.

C. *Success Should not be Measured in terms of time spent, but Rather by Goals*

Presenteeism is all too frequently used to gauge employee performance and commitment. Measuring performance by time spent in the office or online is no longer meaningful as distributed workforces and remote work have gained traction. Giving workers the freedom and authority to decide when they work, however, can worry bosses.

Specifying more while micromanaging less is one method to handle this. Define the objectives and the metrics for success, but give staff members the freedom and creative space to achieve their aims.

D. *Establish fair Compensation Systems*

Pay-for-performance and billable hours are examples of "meritocratic" compensation schemes that, despite appearing equitable, inadvertently worsen gender disparity. According to one study, managers in explicit meritocracies were less likely to make compensation decisions equitably and more likely to follow biases, such as reducing bonuses for women.

Cooperative reward schemes that acknowledge all forms of contributions towards corporate goals are preferable. One strategy for doing this is to hold business units accountable for both their own and their peers' success, which will motivate staff members to actively support one another.

Discrimination against employees should not be based on their gender either; rather, it should be determined by the task they perform. When compared to most firms, senior management favors paying male employees more, which demotivates women, it should be strongly resisted.

Ensuring fair compensation between male and female employees is extremely important for a number of reasons.

Firstly, it promotes equality and fairness in the workplace. All employees, regardless of gender, should be paid fairly for the work they do. When there is a gender pay gap, it can lead to feelings of discrimination and resentment, and can negatively impact morale and productivity. Secondly, fair compensation can help attract and retain talented employees, regardless of gender. When an organization offers equal pay and opportunities for growth and advancement to all employees, it is more likely to attract a diverse and skilled workforce. Thirdly, fair compensation can contribute to a positive company culture, where employees feel valued and supported. When employees feel that they are being treated fairly and equitably, they are more likely to be engaged, committed, and loyal to their employer. Finally, it is also important to note that fair compensation is not just a moral issue, but also a legal one. Many countries have laws and regulations in place to ensure that employers provide equal pay and opportunities to all employees, regardless of gender. Failing to comply with these laws can result in legal action and damage to a company's reputation.

In summary, fair compensation is essential for promoting equality, attracting and retaining talented employees, fostering a positive company culture, and complying with legal requirements.

E. Possess Autonomy while allowing for Remote and Flexible Work

Although many businesses adopted remote work before 2020, the epidemic has shown that remote and flexible work are successful across a wide range of industries. Even businesses that are reluctant to change, like banking and finance, continue to thrive with a remote workforce. Not only have employee morale and work-life balance increased with less time spent travelling and more time for personal interests and family responsibilities.

Women have a tremendous opportunity thanks to remote working because they are typically active in several different activities at once, making it easier for them to handle both their core duty and their supplementary obligations. Additionally, because so many women are forced to leave their careers in order to care for their families and children, flexible work schedules and remote employment opportunities encourage women to be independent in addition to staying at home and performing their secondary duties.

F. Open up the Decision-making Process More

People will speak up and go above and above when they feel included, which improves organizational performance. Increased employee trust, happiness, and engagement have all been related to transparent decision-making, which also encourages creative thinking. Full debate and decisions should take place when stakeholders are present as opposed to taking place in casual chats, similar to the shared governance approach used in higher education. Leaders should ensure that everyone has a chance to speak at meetings and that all viewpoints are heard and taken into account.

Every decision-making process should include women, and it should be made sure that they feel included and taken into consideration. This will help women feel more empowered and motivated to advance within the organization. Women should avoid interfering as much as possible, and the other male employees should encourage them to speak out and express their ideas.

Lastly here are some recommendations that every organization can follow in order to prevent discrimination based on gender at the workplace:

1) *Develop a clear anti-discrimination Policy:* The organization should have a clear and well-defined policy that explicitly prohibits gender discrimination at the workplace. This policy should be communicated to all employees and should include consequences for those who violate it.
2) *Provide Training and Education:* The organization should provide training and education to all employees to raise awareness about gender discrimination and its impact. This can include training on topics such as unconscious bias, diversity and inclusion, and harassment prevention.
3) *Establish a Diverse hiring Process:* The organization should establish a hiring process that is inclusive and diverse. This can include using blind resume reviews, conducting diverse candidate sourcing, and establishing a diverse interview panel.

4) *Ensure fair Compensation and Benefits:* The organization should ensure that all employees are compensated fairly and equitably, regardless of gender. This includes conducting regular pay equity analyses to identify and address any pay gaps
5) *Create a Safe Reporting System:* The organization should create a safe and confidential reporting system for employees who experience discrimination or harassment based on their gender. This can include establishing a hotline, an online reporting system, or having a designated HR representative who can handle such reports.
6) *Foster an Inclusive Workplace Culture:* The organization should foster an inclusive workplace culture that values diversity and promotes a sense of belonging among all employees. This can include celebrating diverse cultures, providing equal opportunities for growth and development, and promoting work-life balance.

In summary, every organization should develop a clear anti-discrimination policy, provide training and education, establish a diverse hiring process, ensure fair compensation and benefits, create a safe reporting system, and foster an inclusive workplace culture to prevent gender discrimination at the workplace.

G. Limitations

With reference but their could have been few advancements due to the dynamism of the industry during and post study timelines. The present study is a quantitative analysis due to ease of access, interpretation, scarcity of resources and longitudinal constraints. This is why it can be said that the qualitative approach of the study have deepened on the in depth perspective of respondents on a singular basis. Thus it can be said that an alternative approach of the study can give a different insight on how equal opportunities impacts employee performance.

Women in higher education, in contrast, experienced the least difficult environment. Some women claimed to have experienced restricted communication, unequal standards, unequal pay, and even harassment at work. Yet, compared to the other three industries, they encountered more equitable organizational rules, were more eager to pursue promotions and other chances, had more sponsorship, and were given more credit for their achievements. Higher education has a sense of community, a focus on social justice, and a dedication to inclusiveness and shared governance, particularly in decision-making. A more favorable environment for women may result from stakeholder input and collective ownership.

Compared to the other three samples, female nonprofit leaders in the faith-based sector reported the lowest rates of income inequity, workplace harassment, and queen bee syndrome. Of fact, there are a few hypotheses that could apply to these findings. Secondly, the lack of female executives in charities with a religious foundation may dampen queen bee characteristics. Second, the fact that these groups are religious in nature would have trained its members to be friendlier and women to accept their inferior station, which might reduce harassment. Last but not least, the industry's typical low compensation expectations and an atypical salary structure, in which couples are occasionally employed as a unit, may have dampened allegations of wage discrepancy.

Equality at workplace affects women’s mental health at workplace. At every workplace it is very important to care and cure the mental health of the employees in order to have great productivity and also for the welfare of the employees.

With the lengthy hours one puts into their profession, workplace culture has a significant impact on one's mental health. The working environment and general treatment employees receive from their managers or coworkers likely to have a long-lasting impact on their mental health.

When a person has a mental health problem, their social surroundings can have a significant impact, especially when that person has a marginalized identity. Due to the effects of casual sexism, having to manage their job and personal lives while serving as the primary caretakers when their partners do not provide a reasonable amount of domestic support, and coping with problems that shouldn't exist like pay inequity, women may have a harder time at work.

Furthermore, many women experience sexual harassment by their superiors. Under such circumstances, those in positions of authority abuse their authority to take advantage of women and people from other marginalized castes and gender identities.

Gender discrimination at the workplace can have a significant impact on an organization's productivity. Here are a few ways it can affect productivity:

1) *Decreased Employee Morale:* When employees feel that they are being discriminated against based on their gender, it can lead to a decrease in morale. This can cause employees to feel demotivated, which can ultimately lead to a decrease in productivity.
2) *Higher Turnover Rates:* Employees who feel that they are being discriminated against based on their gender are more likely to leave the organization. This can result in higher turnover rates, which can be costly for the organization in terms of recruitment and training costs.

3) *Decreased Teamwork and Collaboration:* Gender discrimination can create a toxic work environment, which can negatively impact teamwork and collaboration. Employees who feel discriminated against may be less likely to work together or to support each other, which can ultimately lead to a decrease in productivity.
4) *Reduced Creativity and Innovation:* A lack of diversity in the workplace can lead to reduced creativity and innovation. When an organization is not inclusive of all genders, it may miss out on valuable perspectives and ideas, which can hinder its ability to innovate and stay competitive.
5) *Legal Repercussions:* If an organization is found to be engaging in gender discrimination, it can result in legal action. This can be time-consuming and costly, and can ultimately have a negative impact on the organization's productivity.

In summary, gender discrimination at the workplace can have a significant impact on an organization's productivity. It can lead to decreased employee morale, higher turnover rates, decreased teamwork and collaboration, reduced creativity and innovation, and legal repercussions.

VII. FUTURE SCOPE

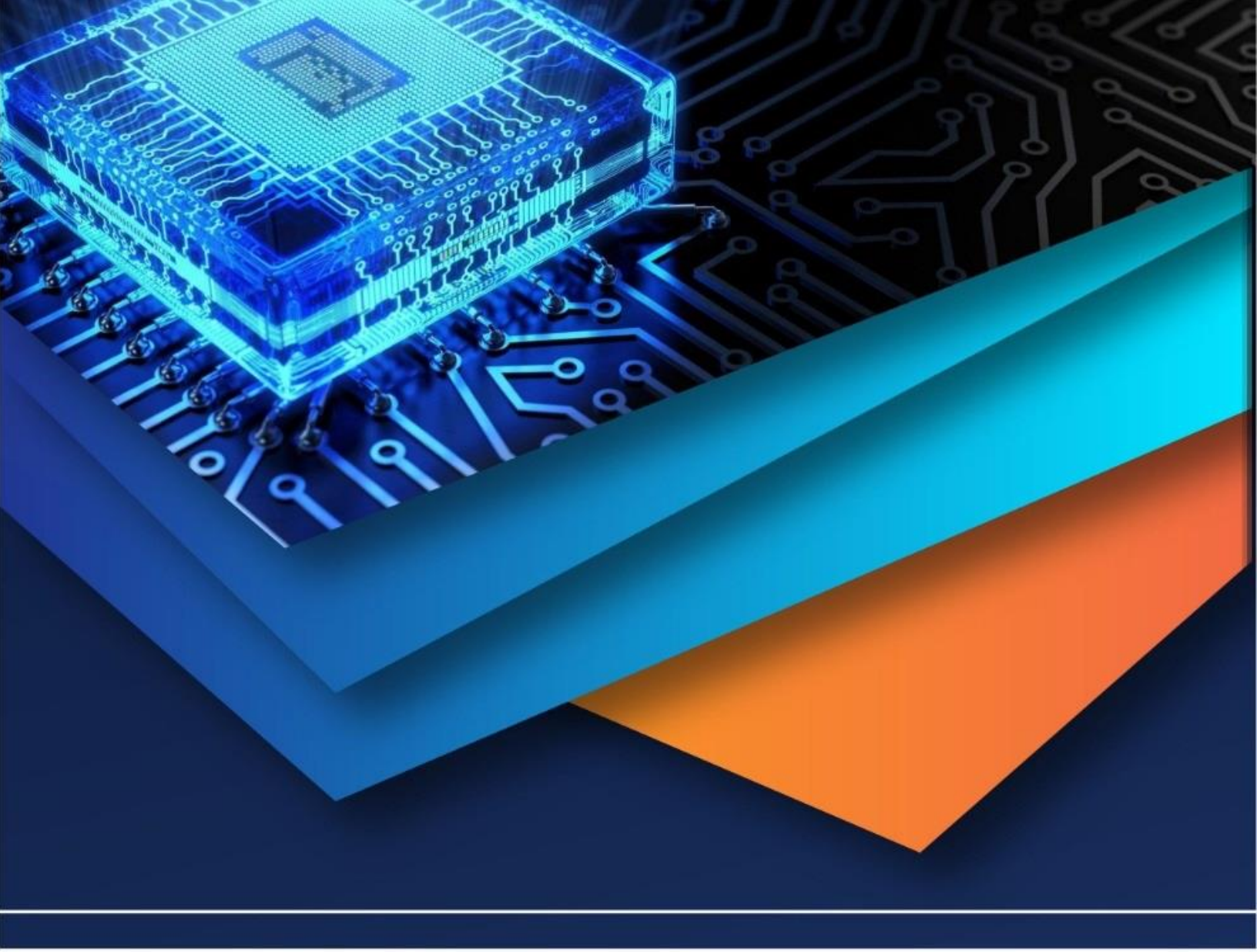
This study also highlights that the researchers can look upon factors, like fairness, constrains, training programs in the future researches as the current study data have not been significant to all the constructs assumed from previous studies explored. Future research may specifically focus on the performances of employees in emerging service industries like luxury marketing. Adding to this other factors in the study presented may improve the predictive power of the factors like job satisfaction, coordination, effectiveness and its relationship with job performance if studied through some different demographics and peripherals. Additionally, it may be useful to determine which other factors mediate between commitment and equal opportunities. In a next step, one could include some more that have received considerable empirical support. In addition, interesting findings may appear from the in-depth qualitative investigation of equality in terms of remunerations, participation in decision making and creative adaptability and the way employees' personalities can determine the performances of individuals as well as organizations.

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