

IMPACT OF GENDER BALANCE PRACTICES ON EMPLOYEE PERFORMANCE IN SELECTED GOVERNMENTAL ORGANISATIONS: NIGERIAN EXPERIENCE

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ABSTRACT

Previous studies have focused more on gender diversity at the expense of gender balance practices, and as such, researchers have failed to dedicate adequate attention to investigating the manifestations of gender balance in the Nigerian public sector. In circumstances where studies exist, there have been inconsistent results regarding the impact of gender balance or equality as it is more common in the literature on employee performance. It would not be sufficient to explain the gender balance practices in the literature without considering their practical manifestations and implications for employee performance. To this end, the study considered that gender balance practices are more important in the public sector because public organizations are more symbolic of national values. Focusing on the economic independence of men and women by studying opportunities for career progression and the role of organizational politics, empirical research is implemented to understand the effect of gender balance practice on employee performance. The study finds that organizational politics and as well as employees' perception of organizational fairness affects the performance of employees. These results imply that when gender balance practices are present, employees are more motivated regardless of gender. The study recommends that organizations should focus more on promoting gender balance practices in terms of providing employees with economic independence and also making rooms for both junior and senior-level staff to benefit from organizational politics.

Keywords: Diversity, Gender and Organizational Fairness, Personnel Administration, Affirmative Action, and Equal Employment Opportunity.

INTRODUCTION

Gender was defined by Powell (2011) as a psychological deduction of an individual as either male or female and the perceived expectations surrounding the sort of attitudes, values, activities, and skillsets that are more appropriate to sex than the other. There is a common belief in gender variation, which has influenced various researches that have explored the concept of gender diversity (Memon & Jena, 2017; Compton et al., 2019; Tyrowicz et al., 2020; Moreno et al., 2018; Cooper et al., 2021). These gender variations tend to influence the way or manner by which individuals react to the actions of others in society and the corporate environment (Ravenswood & Harris, 2016; Stojmenovska, 2019; Solomon et al., 2020). Gender balance as a concept was influenced by the vast difference in treatment of the female gender in contrast to the male gender, a social phenomenon termed gender inequality (Ortlieb & Sieben, 2019; An & Lee, 2021). In most countries, before universal suffrage (which gave all adults the right to vote,

irrespective of gender, race, financial status, and ethnicity), women were not afforded the right to vote during elections (Bosch et al., 2018; Triana et al., 2019). This was just one of the different forms of gender-based discrimination or inequality in society, which subsequently crosses over to other aspects of our daily living, including the corporate environment (Al Fadli et al., 2019; Wilmers, 2020; Wooldridge et al., 2008; Kulkarni et al., 2021).

To come up with the proper gender balance practices, the causes of gender inequality need to first be understood. The gender gap present in most industries is a result of different factors, which include but are not limited to preferred job choices, educational qualifications, work experience, and the number of hours worked (Perrons, 2017; Rivera & Tilcsik, 2019). In addition, men generally tend to go into jobs with a higher level of risk in comparison to women (Balcar & Hedija, 2019). Gender inequality with regards to the recruitment process in some corporations stems from the perception that the tasks are best suited to a specific gender, which can be labeled as job segregation (Mun & Jung, 2018). This bias typically results in lower income for women (Koskinen Sandberg, 2017; Biswas et al., 2021; Bortolotti et al., 2018). The workplace has, in certain contexts, been regarded as a toxic and inhospitable environment for women owing to the various kinds of gender inequalities present (Abrams, 1991). The search for a way to eradicate this gender disparity and gap in the workplace led to the introduction of the concept of gender balance. Gender balance, as described by Omotosho (2013), refers to a situation where both male and female genders are allowed equal opportunities and access to all matters in institutions within the society, which include; religious, educational, political, and occupational. The intention behind the idea of the gender balance practice in a work environment is to increase the possibility of achieving equal opportunities and outcomes for male and female employees.

Owing to the widespread gender diversity in most industries, this research aims to examine the role played by gender balance practices and their influence on employee performance in public sector organizations. There are existing works of literature that have explored the concept of gender balance (Castilla, 2015; Padavic et al., 2020; Larson, 2020), while some studies conducted have been more specific in highlighting how gender generalization impacts the performance levels of employees in organizations, one of which is the research conducted by Wangusi & Abuya (2019). Their research explored the impact of gender equality practices on the performance of female employees in a specific industry within Kenya. The findings from their research were deemed helpful to managers and firms in formulating initiatives and practices that will promote gender equality, subsequently improving employee work output. Macneil & Liu (2017) established that certain factors inhibit the implementation of practices directed at achieving gender balance. In the Nigerian context, more evidence is required to substantiate the possible effects of gender balance practices on employee performance in public sector firms in Nigeria. This research aimed to examine the gender balance practices implemented in governmental organizations and the effect they have on employee performance. The research adopted Nigeria as a case study, examining employees in both NNPC (Nigerian National Petroleum Corporation) and NPA (Nigerian Port Authority). The research examined an aspect of gender balance with limited available works of literature. Researchers who have explored the gender gap in a work environment tend to focus majorly on the discriminative aspect and its effect and less on what practices can be implemented to bridge the gender gap and the resulting impact of these practices on employee job output (Khoreva & Tenhiälä, 2016; Castagnetti et al., 2020; Larson, 2020). There is also an inadequate number of existing works of literature that have examined this topic in the selected geographical area.

This study sets out to explore the overlooked aspect of gender inequality; gender balance. Rather than focusing on the negative (gender inequality) and its impact on employee performance and the overall organizational performance, this study proffered recommendations for eradicating discrimination and inequality. This research serves as a means to enlighten citizens, scholars, and managers on the importance of gender balance in an organizational context and the society as a whole. This assessment of gender balance or equality practices provides insight on what some of the most common practices are, the proper form of implementation, and how effective they tend to be when utilized, serving as a guide for organizations looking to integrate diversity into their organizational culture and customs. Gender balance as a tradition is linked to sustainable growth, not only in an organizational context but also within society (Khoreva & Tenhiälä, 2016; Castagnetti et al., 2020; Larson, 2020). Moreover, this paper is structured in a way that its findings will be instrumental in determining if the integration of gender balance practices stands to improve an organization or not.

LITERATURE REVIEW

Gender power relations as well as gender as a characteristic is significant in the management as well as administration of many organizations wherein they are not just only gender structured, but also gender constituted as well as impregnated. Further established in the study is the existence of subtle discrimination against women that is symbolic, which makes the opportunities they should have to climb up the organizational hierarchy to be inhibited, and this makes it harder for them to reach the stage that men have gotten to Gallego (1994). This leads to the creation of a certain type of glass ceiling that is represented by all the obstacles in organizations that constrains equal participation and the lack of value ascribed in these organizations to women (Fard & Selseleh, 2010). The central purpose of this study is the determination of the effect that gender has on organizational performance's relationship with knowledge sharing in public sector organizations. The results gotten from the study revealed that gender is significant in the administration and management of organizations as a determinant variable. The study further revealed that knowledge which is an intervening variable, assist in the generation of strategies that improves organizational performance and has no implicit cost for public sector organizations. The study concluded that gender has an effect on knowledge sharing, and this influences organizational performance.

Kelan (2018) explored gender balance from the angle of men in the determination of gender differences through the review of several articles. The main purpose of this study is to determine the undoing and doing of gender equality engendered by men. The "*undoing*" implies that men are encouraging gender equality, while the "*doing*" implies that men are engendering inequality in organizations. Kelan (2018) generated four sub-themes in his review of various literature, and these are the creation of connection by men with other men, hereby leading to the exclusion of women, the men distancing themselves from women, men attempting to impress other people, as well as a display of heroism by the men. The author, in his research, used the conceptualization of Deutsch (2007) in gender "*doing*" and "*undoing*," wherein "*doing*" creates gender differences while "*undoing*" reduces the gap in gender differences. Empirical evidence determined that workers pretend that there is gender equality in their workplace to subjugate the obvious truth (Kelan, 2009; Khanna et al., 2021; Scharff, 2012). The study concluded after reviewing several articles that gender differences lead to the creation of accountability and are significant in gender undoing leading to the reduction in gender differences.

Acar & Sumer (2018) defined a glass cliff as an occurrence whereby positions associated with poor performance are given to women while, on the other hand, positions associated with positive performance are given to men, and these are leadership positions. This, according to the “*glass cliff*” notion, implied that positions that are set for failure are given to women leaders, and they are held responsible for failure (Bruckmüller et al., 2014; Cook & Glass, 2013; Haslam & Ryan, 2008). Glass cliff in this study further implies that women’s careers and reputation will be affected, and this will further justify that women are not meant for leadership positions (Mulcahy & Linehan, 2014). This study investigated an individual difference, ambivalent sexism’s impact on glass cliff occurrence that leads to gender bias. This study was hinged on Role Congruity Theory which links gender with leadership stereotypes. The results of the study showed that one of the components of ambivalent sexism, hostile sexism had a facet that contributed to the glass cliff phenomenon wherein females are seen as weak and needing protection. On the other hand, benevolent sexism has an effect that is unexpected on leaders in which females could be perceived to be better leaders when they had a good performance. Ambivalent sexism has roles it plays in an organization in having a preference over female or male leadership. Even though this study addressed the components of ambivalent sexism, it did not address gender-balanced practices, which could lead to better employee performance.

Hsu & Lawler (2019) defined diversity as in any given category; members distinguished by qualities are represented. Task complexity has to do with the characteristic demanding of reconciliation as well as synthesizing of numerous viewpoints for quality problem-solving and decision-making. This research investigated the task complexity effect as mirrored by the job levels on the performance relationship of the gender-diversity firm (manufacturing companies) in Taiwan. Their investigation took into account the gender diversity effect on organizational performance, looking specifically at the task complexity moderating effect wherein where gender positively affects the performance of firms was examined via attendance to the contexts. The study was hinged on investigating the relationship between gender diversity and organizational performance via a dynamic capabilities perspective. The findings gotten from the study revealed that the number of women as administrative, professional, managerial personnel showed a relationship that is an inverted U-shaped with organizational performance. Also, gender diversity has a negative effect on its relationship among the production workers. Furthermore, the inverted U-shaped relationship between the number of women and organizational performance is moderated by task complexity. This result implies that in high task complexity situations, gender diversity contributes to organizational performance, while in low task complexity job levels; gender diversity has no contribution to job performance. In conclusion, this study emphasized the job levels where gender diversity can thrive through very good performance and the potential demography of the gender that brings performance in the best possible form.

Van den Oever (2021) applied the use of the relational demographic perspective in studying whether there are similarities between gender (bio-demographic) and organizational tenure (functional characteristic). They also examined how the effect of these similarities may on one another be contingent. The study sheds new light on middle management psychological foundations, when the focus was on similar characteristics possessed by the top managers as well as middle managers. The findings gotten from this study revealed the match (strategy formulation and implementation) truly has a relation to organizational performance in ways that are unexpected. The results also showed a significant boundary control for these effects of which individuals have similarity in one aspect, has been affected by the degree in which there is a similarity among individuals in another aspect. This means that interrelated are the similarity

effects, on one demographic, if the top, as well as middle manager, diverge on it, there is an increase in performance, and when there is similarity on both demographics, there is an impairment in performance. The study concluded that there is a similarity between middle and top management, and this is associated with a greater performance by organizations, most especially when there is a similarity with one characteristic and dissimilarity with the other characteristic. This study did not address gender-balanced practices within the organization, just similarities between gender and organizational tenure.

Gender diversity as the creation of awareness and understanding of the significance of gender identity. Workplace diversity involves the bringing of diversified talents into the organization. The dissimilarities between the male and female gender are related to how gender diversity is being received and the management of diversity (Bibi, 2016). The main purpose of this study is to analyze the relationship between acceptance of gender diversity among the diversity practice, employees, and programs ICT industries adopt as well as the barriers. The results gotten from the study showed that there is a significant relationship between acceptance and barriers to gender diversity. Also, the barriers have a negative effect on gender diversity acceptance. Furthermore, in an organization, the programs on gender diversity have a positive influence on its acceptance in the workplace.

Beşpınar & Topal (2018) referred to gender subtext as the unseen undercurrents of power in individual as well as organizational contexts. The main purpose of this research is in understanding how gender subtext, as well as local culture, is embodied in capitalist organizational logic in a textile factory located in Corum. The paper examined gender as an element of constitutive inequality regimes in the workplace. This study delved into understanding the importance of hierarchy established via considerations of care as well as a skill; and local cultural practices that are dynamic in the practices and perceptions of employers and employees. The study aimed to fill the theoretical framework gap left by Acker (1990 & 2006); Benschop & Doorewaard (1998), proposing an incorporated view of local culture as well as workplace within a context that is non-Western. In conclusion, the mediator role was taken up by gender between local culture and organizational logic, and this favored the employers' interests over those of the workers. Moreover, women were forced to act within the traditional patriarchal system boundaries that regulated the workplace's organizational logic. This study also did not focus on gender-balanced practices but on understanding gender subtext and local culture in organizations.

Arogundade (2021) explained in their study how organizations constitute individuals that have numerous ideas, values, attitudes, and beliefs, which have an effect on how these events are interpreted by individuals in the organization and the perception of events by the employees as well as processes and these have the tendency to affect their satisfaction level or lead to discontent with their profession. The main aim of this study is to examine the extent to which organizational politics as perceived has an effect on career satisfaction using two private banks in Lagos State, Nigeria. This study used Organizational Fairness Theory to refer to individual concern and interest in activities that are fairness related that takes place in numerous organizations. The findings gotten from the study revealed that organizational politics, as perceived, has just a 5% variance in influencing the career satisfaction of the participants. Bankers that are single reported a significantly higher career satisfaction than bankers that are married; younger bankers had significantly higher career satisfaction than senior bankers, while there was no difference significantly between female and male bankers as regards career satisfaction. The study concluded that organizational politics should be minimized and merits

encouraged in other to advance/improve employee performance and career satisfaction in operations within and outside the organization.

Nwanneka et al. (2020), in their study, described how health workers have high expectations on how resources, wages, inter-personal behavior, and decision-making processes should be distributed fairly in the organization. The health workers' perception of unfair treatment leads to a reduction in employees' performance as well as the operational efficiency in the hospital. Organizational justice refers to the perception of unfairness/ fairness in decision-making, interpersonal interaction, and resource allocation. The aim of this study is to examine predictors and perceptions of organizational justice among healthcare professionals in Enugu State, Nigeria. The results gotten from the study showed that there is a moderate to a high perception of diverse proportions of organizational justice. However, what is perceived by nurses and AHPs as unfair is pay differences, work schedules, policies enforcement among doctors and other health professionals because of medical domination, participating in decision-making, and training. The study concluded that in teaching hospitals, it is imperative to depart from an organizational culture that is physician-centered and encompass the distribution of opportunities and hospital resources fairly across all the health professional subgroups.

Diversity is an important change that differentiates one individual from another, a description that encompasses a broadened range of concealed and explicit qualities. Diversity is defined generally as understanding, valuing, accepting, celebrating, and acknowledging differences among people with respect to ethnicity, mental and physical ability, class, age, and gender. Gender diversity is defined as a fair or equitable representation among genders. The aim of this study is to examine the influence of gender diversity on sales of the multinational food industry as well as the age determination of the influence of age diversity on the operational costs of multinationals. The results of the study revealed that gender diversity has an influence on sales patronage as well as the sales performance effectiveness in the organization. Furthermore, the finding showed a positive relationship between age diversity and the operational cost of multinational corporations in Nigeria. In conclusion, the study determined that diversity among employees, such as age diversity and gender diversity aids organizational performance. There is a clear gap in literature as it concerns the role that gender balance practices play in enhancing employee performance. Based on the literature review researchers focused more on understanding equality in the work place as well as diversity. The body of knowledge suggests that a diversified workforce where both women and men have equal chance of experiencing career progression can motivate employees to better performance. Evidence in the literature review also shows that men are not necessarily better than women when it comes to management and administration. This means that if gender balance practice is promoted it will not compromise corporate performance. Based on the reoccurring themes in the literature review the following hypotheses are postulated:

- H₁: Organizational politics has no significant impact on employee commitment*
- H₂: Employees' perception of organizational fairness does not significantly impact on employee job satisfaction*
- H₃: The combined effect of organizational politics and employees' perception of organizational fairness does not significantly affect employee performance of selected government organisation in Nigeria*

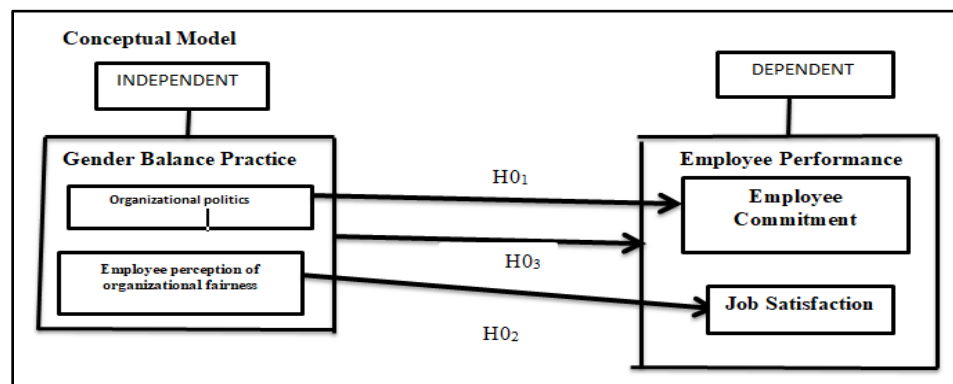
METHODOLOGY

The descriptive survey design was used in the study. This method was chosen because it allows for more study of the subject matter and ensures that inferences about some characteristic attitude or behavior of the population in the study can be made. To conduct a research-oriented study, the researcher restricted the work to employees at NNPC and NPA, which included both managerial and non-managerial personnel.

The population under consideration is 14, 534 (NNPC=6,621, and NPA=7,913). The sample size is five hundred and six (506). It is obtained from the population unit (14,534) using Yamane’s Statistical Distribution Formula. Creswell (2014), on the other hand, recommended a 30% increase in the calculated sample size to compensate for the non-response rate among respondents and to ensure adequate sample size. Thus the sample size (distributable size) becomes 506 (389×30%+389).

The study used a judgmental sampling technique for the participant. To determine the number of participants to be drawn from each organization, the Bowley population allocation formula (nN_h/N , where n =Sample size, N_h =Population of each organization, N =Total Population) was used with 231 sample size for NNPC and 275 samples size for NPA.

Questionnaire items were adapted from previous research related to the study namely Kacmar & Ferris (1991) Perceptions of Organizational Politics Scale (POPS) and organizational justice scale developed by Niehoff & Moorman (1993). The questionnaire contained two sections; Section A was designed to capture the bio-data details of the respondents, while section B consisted of 20 items carefully structured on the rating of a 1-5 point Likert scale, ranging from strongly disagrees to strongly agree, and used to draw the required information from the respondents. Meanwhile, out of 506 questionnaires distributed, only 452 were properly filled and retrieved for analysis, which represents an 89.32% response rate. The result of the internal consistency test using Cronbach Alpha indicated 0.990. From the result, the coefficients are above 0.7, indicating that the instrument is consistent internally and are fit for use in obtaining data for the study to draw inference and make decisions (Figure 1).



Source: Author’s Conceptual Framework (2021)

FIGURE 1 CONCEPTUAL MODEL

FINDINGS

H₁: *Organizational politics has no significant impact on employee commitment of selected government organizations in Nigeria*

Table 1
SUMMARY OF THE REGRESSION ANALYSIS ON THE IMPACT OF ORGANIZATIONAL POLITICS ON EMPLOYEE COMMITMENT OF SELECTED GOVERNMENT ORGANIZATIONS IN NIGERIA

	Sum of square	df	MODEL	β	Sig.	T	ANOVA (Sig)	R	Adjusted R ²	F
Regression	652.093	1	Constant	-0.084	0.00	-3.532	0.000	0.993	0.985	34262.622
Residual	9.592	504	OP	1.029	0.00	185.102				
Total	661.685	505								

Note: Predictors: (Constant), Organizational politics (OP); Dependent Variable: Employee Commitment
Source: Author’s Computation (2021).

The model summary in Table 1 gives the results of the analysis with an adjusted R² value of 0.985. This indicates that organizational politics explained 98.5% of the changes in Employee Commitment. Therefore the model met the fitness and robustness criteria for the analysis. The table equally provides the results of the regression analysis of the variance (ANOVA). The results indicate that the overall model was statistically significant. This was supported by an F statistic of 34262.622, and the p-value was 0.000 less than the conventional probability of 5% level of significance.

The results also show that organizational politics has a significant impact on Employee Commitment at $\beta=1.029$, $t=185.102$, $p<0.05$. This implies that a unit change in organizational politics leads to a 100.29% change in Employee Commitment. The t-statistic of 185.102 and p-value of 0.000 shows that at a 5% level of significance, the null hypothesis (H₀₁) was rejected, implying that organizational politics has a significant impact on employee commitment in selected government organizations in Nigeria.

H₂: Employee perception of organizational fairness does not significantly impact on job satisfaction of employees of selected government organizations in Nigeria

Table 2
SUMMARY OF THE REGRESSION ANALYSIS ON THE IMPACT OF EMPLOYEE PERCEPTION OF ORGANIZATIONAL FAIRNESS ON JOB SATISFACTION OF SELECTED GOVERNMENT ORGANIZATIONS IN NIGERIA

	Sum of square	df	MODEL	β	Sig.	T	ANOVA (Sig)	R	Adjusted R ²	F
Regression	596.114	1	Constant	0.048	0.013	2.493	0.000	0.995	0.989	47053.352
Residual	6.385	504	EPOF	0.990	0.000	216.918				
Total	602.499	505								

Note: Predictors: (Constant), Employee perception of organizational fairness (EPOF); Dependent Variable: Job Satisfaction
Source: Author’s Computation (2021).

The model summary in Table 2 gives the results of the analysis with an adjusted R² value of 0.989. This indicates that employee perception of organizational fairness explained 98.9% of the changes in job satisfaction. Therefore the model met the fitness and robustness criteria for the analysis. The table provides the results of the regression analysis of the variance (ANOVA). The results indicate that the overall model was statistically significant. This was supported by an F statistic of 47053.352, and the p-value was 0.000 less than the conventional probability of 5% level of significance.

The results also show that employee perception of organizational fairness has a significant impact on job satisfaction at $\beta=0.990$, $t=216.918$, $p<0.05$. This implies that a unit change in employee perception of organizational fairness leads to a 99% change in job

satisfaction. The t-statistic of 216.918 and p-value of 0.000 shows that at a 5% level of significance, the null hypothesis (H_2) was rejected, implying that employee perception of organizational fairness has a significant impact on the job satisfaction of selected government organizations in Nigeria.

H_3 : *The combined effect of organization politics and employee perception of organizational fairness do not significantly affect employee performance in selected government organizations in Nigeria.*

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-0.020	0.019		-1.095	0.274
OP	0.743	0.049	0.735	15.043	0.000
EPOF	0.266	0.050	0.261	5.349	0.000

Note: $R=0.995$; $Adj. R^2=0.991$; $F=26620.366$; a: Dependent Variable: Employee Performance

Table 3 presents the regression result of the combined effect of gender balance components on employee performance of selected government organizations in Nigeria. Results presented in Table 3 show that the combination of organization politics and employee perception of organizational fairness significantly affect employee performance in selected government organizations in Nigeria. ($Adj.R^2=0.991$; $F=26620.366$, $p<0.05$). The F-statistic, which is a measure of joint determination, has an estimated value of = 26620.366 and $p<0.05$. This implies that gender balance components are jointly important in explaining the changes in the employee performance selected by government organizations in Nigeria. This, therefore, means that the regression model has a confidence level of over 95% hence the high reliability of the results. Further, the value of Adjusted R-squared was 0.991, which implies that gender balance components collectively explained 99.1 percent of the variations in the employee performance selected government organization in Nigeria. Based on this result, the null hypothesis three (H_{03}), which states that gender balance components do not have significant combined effects on employee performance, in selected government organization in Nigeria, is hereby rejected.

The study sought to provide an understanding of the impact that gender balance practices have on employee performance in the Nigerian public sector. A brief review of the current empirical paper on the subject matter showed a lack of focus on gender balance practices by previous researchers. Current empirical papers appear to place more emphasis on issues such as gender diversity and equality in the workplace. Extant studies focused on the need for organizations to provide women with an equal opportunity with men in terms of career progression. A reoccurring theme in the empirical papers reviewed is the role played by organizational politics and employee perception of organizational fairness. Organization politics consist of the culture of the organization with regards to how power and resources are distributed. Employee perception of organizational fairness refers to the degree to which the employee perceives the organization has been fair in terms of resource allocation. Organizations that prefer to always promote men before women are examples of ways that organizations allocate resources to favor a particular gender.

In this study, both organizational politics and employee perception of organizational fairness were found to significantly affect employee performance. Study findings resonate with

that of studies such as Arogundade in 2021, who revealed that organizational politics, as perceived, has just a 5% variance in influencing the career satisfaction of the participants. From this study, it is clear that the manner in which organizations handle political dynamics can determine how well employees will perform. An organizational politics that favors women for only a certain position is not gender balance and vice versa. Evidence from other studies shows that when employees are hindered from participating in decision making, it can result in job dissatisfaction.

CONCLUSION

According to findings from other studies that employees who have opportunities to participate in decision making and relevant organizational processes record an increased commitment and job satisfaction. This study concludes that organizational politics should not be used as a tool for executing gender bias but, if used properly, can result in increased employee performance. It may be demoralizing for employees to see lesser qualified colleagues hold better positions because of gender. When employees perceive the organization to be insincere in terms of promotion and delegation of authority, it can also demoralize such an employee leading to a careless attitude on the job. These study findings are useful for public sector corporations to increase employee performance through gender balance practices. Such corporations should pay attention to the dynamics of organizational politics and how it favors one gender over the other.

Recommendations

Leadership should spearhead the implementation of gender-balanced practices in the public sector. The leaders of the organization and the supervisors are in charge of shaping political dynamics in organizations. Since delegation of authority, as well as issues such as promotion, are decided by the management, such decisions should be made without the influence of organizational politics. Employee perception of organizational fairness is also important for the growth and development of high-performance work teams in the public sector. The employee performance appraisal and feedback should be used as an opportunity to learn about instances of gender bias. This will position management to be able to instigate changes in the organizational process, values, and ethics where necessary. Employees also learn from leaders and superiors. If leaders promote a culture of gender bias fueled by organizational politics, lower-level employees will also play to the tune of the leaders leading to a dissatisfied workforce.

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