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Examining the influence of gender equality in HRMP on job performance: the mediating role of job satisfaction

Gender
equality in
HRMP

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Abstract

Purpose – The purpose of this study is to investigate the impact of gender equality in human resource management practices (HRMP) on job performance in educational hospitals in Jordan. This paper also examines the role of job satisfaction as a mediator between gender equality in HRMP and job performance.

Design/methodology/approach – A quantitative research approach with an online questionnaire was used to collect data from 231 participants at educational hospitals.

Findings – The findings showed that gender equality in HRMP was positively associated with job performance. In addition, the findings found a significant positive effect of gender equality in HRM on job satisfaction. Finally, the findings indicated that job satisfaction mediates the relationship between gender equality in HRMP and job performance.

Originality/value – This study provided theoretical and practical insights on the issue of discrimination against women, representing a model of developing countries, especially in the Middle East.

Keywords Job performance, Developing countries, Jordan, Job satisfaction, Gender equality

Paper type Research paper

1. Introduction

Gender equity in human resource management practices (HRMP) is critical to promoting a fair and inclusive workplace, attracting and retaining top talent, promoting social justice and fostering a culture of respect and value among employees. Encouraging a fair and inclusive workplace requires that human resource management (HRM) strategies prioritize gender equality and adopt policies that support gender equality to attract and retain top talent and promote social justice (Garcia *et al.*, 2023). Gender equality in human resources management refers to equality in hiring, promotions, compensation, training, career development and performance evaluation (Ahmed *et al.*, 2018; Gulzar *et al.*, 2020). Given that women make up the majority of the workforce in the healthcare industry but still struggle to



be represented in leadership roles, gender equality in HRM is important to promote fairness among employees in this critical service industry (Alhassan *et al.*, 2019). Inequity in HRMP can affect employee job satisfaction and performance (Al-Kofahi *et al.*, 2023; Aloulou *et al.*, 2023; Al-Okaily, 2023a). Consequently, this might affect the quality of services provided to patients in this vital sector (Dossa and DeGrâce, 2019). Therefore, organizations' keenness to adopt a culture of equality and enact legislation, laws and practices that promote equality, such as evaluating employees based on their competence, transparency in staffing and giving employees equal opportunities for career advancement. Gender equality in HRMP can aid in preventing discrimination based on gender, granting health-care organizations the opportunity to attract more talented people and expertise. When employees, regardless of gender, feel appreciated and respected, their engagement, motivation and satisfaction increase (The World Health Organization, 2019; Peltokorpi *et al.*, 2018).

This research uses the following dimensions to examine gender equality practices in human resource management: recruitment and selection, promotion, compensation, training and performance appraisal. Recruitment and selection, promotion and performance evaluation may be biased towards certain gender norms, resulting in different evaluation criteria for men and women. Compensation and benefits may differ based on gender, with women often earning less than men for similar work. Finally, women may have limited career development opportunities due to unconscious bias, absence of training or support and family responsibilities (Khan *et al.*, 2019; Gustafsson, 2018; Newman, 2014; Amaout *et al.*, 2019). Gender equality ensures that men and women have equal access to opportunities, resources and decision-making power within an organization (Khan *et al.*, 2019). Organizations must actively promote equity, diversity and inclusion to address employment disparities in HRM practices. This includes establishing equitable hiring and selection procedures, providing equal access to development and advancement opportunities, conducting unbiased performance reviews and ensuring fair compensation and benefits. By fostering a work environment that supports and motivates all employees, organizations can capitalize on their talent pool and establish a more prosperous and sustainable business (Bany Mohammad *et al.*, 2022; Alsmadi *et al.*, 2023c, 2023a, 2023b; Khan *et al.*, 2019).

The notion of job performance has gained much attention because it is the most significant measure of an organization's efficiency and output (Badran, 2023; El-Bermawy, 2022; Faguet, 2023; Hjj, 2023). Job performance can be described by its two primary components: the first is task performance, which relates to an individual's capacity to do specified activities properly; second, contextual performance, also known as organizational citizenship behavior, consists of behaviors that extend beyond the tasks and responsibilities assigned to it. Job performance is of the utmost importance to healthcare institutions because it immediately impacts the quality of care provided to patients, efficiency in operations and the organization's overall performance. To ensure optimal patient care and safety, healthcare professionals must perform well as performance affects the professional reputation of hospitals (Chiang *et al.*, 2020; Chatterjee and Puranik, 2020).

Job satisfaction can be defined as the good or negative attitudes an individual has toward his or her work or the level of happiness in each employment (Ekingen, 2021). The relationship between gender equality in HRMP and job performance in the health sector is significantly influenced by job satisfaction. Numerous studies have scrutinized the interrelationships between these variables, highlighting their effects on staff happiness, motivation and corporate results (Bashir *et al.*, 2020). The social exchange theory has been used in this research, which is a valuable framework for comprehending how gender equality in HRM practices impacts job performance

through job satisfaction. By evaluating the exchange of benefits and costs, the relationship of psychological trust, commitment and employee motivation, scholars can learn about the complex dynamics of gender equality in the workplace and its effect on organizational outcomes.

The context in which gender equality is practiced is crucial, as there is a dearth of research regarding gender equality in HRM in the Arab world in general and Jordan in particular. Studies conducted in this field (Al-Jedaiah, 2020; Gatrell *et al.*, 2018; Suliman, 2006) have not yet thoroughly investigated how gender equality in the HRM plan influences job performance. By focusing on developing Middle Eastern nations where gender equality is deeply ingrained in society for hereditary reasons, this study contributes to the body of knowledge (Abu Eyadah and Al Khatib, 2022; Alrai, 2023). Women's representation in the workforce and economic engagement have improved in Jordan, as in many other regions of the world, due to increased educational attainment and labor force participation. However, bias is still present in HRM procedures (Lundberg and Stearns, 2019). This study aims to add to the existing body of knowledge by addressing these gaps. This research proceeds as follows: first, we discuss the impact of gender equality in HRMP on job performance in academic hospitals. This will provide new insight into multiple elements of effective gender equality that are regarded essential for hospital job performance. Second, the interaction effect between gender equality and job performance is discussed. This would disclose previously neglected relationships between gender equity HRMP and job performance that should provide practitioners and academics with actionable reference points.

2. Theoretical background and hypotheses development

2.1 *Gender equality in HRMP, job satisfaction and employee performance*

Gender disparity in HRM can significantly affect men's and women's job performance. Research has shown that gender bias and discrimination in HRM practices can lead to lower job satisfaction, reduced motivation, higher levels of turnover and poorer performance outcomes for women (Aryee *et al.*, 2017; Luring and Selmer, 2012). In their study, Aryee *et al.* (2017) found that female employees who perceived gender bias in HRM practices had lower job satisfaction and organizational commitment levels, which was linked to reduced performance outcomes. Similarly, a study by Luring and Selmer (2012) found that gender discrimination in recruitment and selection processes led to lower job motivation and commitment levels for women.

Gender disparities in HRM can also have adverse effects on men, particularly those who do not conform to traditional gender roles. A study by Heilman *et al.* (2018) found that men who took parental leave were often stigmatized and penalized in performance evaluations, leading to lower job satisfaction and reduced motivation. In contrast, promoting gender equity and inclusivity in HRM can positively impact job performance and organizational outcomes. Gatrell *et al.* (2018) found that implementing gender equity policies and practices improved job satisfaction and reduced turnover rates among female employees. Similarly, a study by Hsu *et al.* (2020) found that gender-inclusive leadership styles led to higher employee motivation and commitment levels.

Previous research found that women are discriminated against in HRMP because employers frequently feel that women are more devoted to their families than their careers (Khan *et al.*, 2019). According to Taamneh *et al.* (2017), human resource management policies and practices relating to gender disparities are influenced by the workplace's prevalent organizational culture, which comprises the beliefs, values and

norms that organizations adhere to. This organizational culture governs employees' conduct and compliance with laws and regulations (Barqawi, 2023; Almarri and Elayah, 2024; Adaileh, 2020; Alflaieh, 2022; Caputo *et al.*, 2016). The analysis of studies demonstrated discrimination against women at the national and international levels in both developed and developing nations.

Ensuring job satisfaction and improving employee performance within a business requires gender equity in recruitment. Fair and impartial hiring procedures make workers feel appreciated and respected, which raises job satisfaction (Al-Okaily, 2024a; Al-Majali *et al.*, 2023; Al-Sartawi *et al.*, 2022). Additionally, a varied workforce – which includes gender parity – brings a range of viewpoints and experiences to the table, which stimulates creativity and innovation. Studies have consistently demonstrated that organizations with gender-inclusive policies typically have more productive workers and improved worker performance (Teoh and Al-Okaily, 2023; Teoh *et al.*, 2023; Fatima and Gunawan, 2024). Several social researchers have researched gender discrimination in recruitment and selection, with varying results. Some studies demonstrated that men enjoy benefits over women. At the same time, other studies have revealed that women have advantages over men. Additional studies, however, have indicated discrimination against both men and women depending on factors such as parental status and the type of job to be filled. Other studies have found no evidence of gender disparity in the issue of recruitment and selection. Other studies have found no evidence of discrimination in both males and females.

Promoting gender parity in the workforce is essential for improving worker performance and job satisfaction. Employees feel valued and are more driven to perform well when promotions are granted based on merit rather than gender. Promotional strategies that take gender equality into account support an equitable workplace, which raises morale and productivity. Studies indicate that companies implementing gender-neutral promotion practices witness increased worker satisfaction and enhanced productivity (Guerci *et al.*, 2023). According to Pasquerella and Clauss-Ehlers (2017), promotion has not always been perceived as equitable; promotion opportunities have been offered to men and women at different rates. Recent statistics indicate that women earn promotions at a rate 71% higher than men. Argued that the low presence of women in leadership may be attributable to implicit bias in promotional processes, such as many hospitality and tourism or other sectors firms using “like-me” traits when promoting people.

Gender parity in remuneration is essential to maximizing employee performance and increasing job satisfaction. Employees feel appreciated and motivated in their responsibilities when they get equitable compensation, regardless of their gender. Pay policies that take gender equality into account not only create a fairer workplace but also increase employee loyalty and trust. Studies indicate that companies with gender-neutral pay practices see increases in employee performance and work satisfaction (Guerci *et al.*, 2023; Rehman *et al.*, 2023; Abd Rahman *et al.*, 2023; AL-Khatib *et al.*, 2023). Several studies have been undertaken to assess the gender pay gap in both the public and private sectors. The data demonstrated that female employees are paid less than males. (Khan *et al.*, 2019). This appears to be attributable to the assumption that women are less capable than men (Syed *et al.*, 2010). The results of a study conducted by throughout the European countries of France, Italy, Germany, the UK and Spain found that women were subject to pay discrimination despite possessing the same intellectual capital, competence and expertise as males.

To maximize employee performance and increase job satisfaction, gender parity in training is essential. Offering training opportunities to all staff members, regardless of gender, promotes equity and inclusivity. Studies indicate that companies using gender-

neutral training practices witness increased job satisfaction and enhanced productivity (van Beurden *et al.*, 2021). According to researchers from around the world, women face discrimination in training chances. Anne Gronlund (2011) analyzed 2000 Swedish Level of Living Survey data in this context. Despite controlling for human capital and occupational segregation, women receive less on-the-job training than males. For the same purpose, Ramya and Raghurama (2016) conducted research based on secondary data in the Indian banking sector and found that women employees suffer discrimination. In the context of developing countries, explored the dearth of professional training for female managers in Lebanon and the effect of a gender-biased culture on their workplace learning.

To improve employee performance and job happiness, gender parity in performance evaluation is crucial. Employees feel appreciated and driven when assessments are impartial and fair, regardless of gender. Studies indicate that companies implementing gender-neutral appraisal practices witness increased worker satisfaction and enhanced productivity (Reutzel *et al.*, 2023). Performance reviews determine job advancement but are controversial. Many firms use performance appraisal to decide promotions, raises and punishments for bad performance. Bias during assessments can harm people's lives and careers (Merrit). Performance is described as an employee's capacity to use resources efficiently and effectively to achieve (personal or organizational) goals (Nepal and Lertjanyakit, 2019). In a more precise sense, job performance refers to the employee's efforts (about the internal or external role) to achieve individual and organizational objectives. Several studies have shown that fairness and the adoption of gender equality laws and practices can improve the performance level of employees and increase their desire to work toward achieving the organization's goals and enhancing its productivity. This research revealed a connection between gender equality and job performance (Magatef *et al.*, 2023; Al-Okaily, 2023b; Al-Majali *et al.*, 2023; Al-Sartawi *et al.*, 2022; Ekingen, 2021; Zeb *et al.*, 2019).

Promoting gender equality in human resource management has many advantages, including increased employee job satisfaction. Numerous studies have examined the relationship between gender equity in human resource management and job satisfaction, shedding valuable light on this subject. In a study conducted by on the influence of HR practices on job satisfaction in the Middle East and North Africa, focusing on gender disparities, it was found that gender equity in HR practices significantly improved job satisfaction among both male and female employees. The results of this study are consistent with several previous studies that revealed the importance of gender equality in enhancing job satisfaction (Al-Okaily, 2024b; Al-Fraihat *et al.*, 2022; Hasan *et al.*, 2023; Al-Qudah *et al.*, 2022; Arshad, 2020). These studies demonstrate that gender equality in HRM practices positively affects job satisfaction. Organizations may establish an inclusive workplace that improves employee satisfaction by promoting equity and equal opportunity and removing gender-based prejudices. Based on the preceding textual evidence, the following hypotheses are proposed (see Figure 1):

- H1. Gender equality in HRM practices has positive effects on job performance in teaching hospitals.
- H2. Gender equality in HRM practices has positive effects on job satisfaction in teaching hospitals.

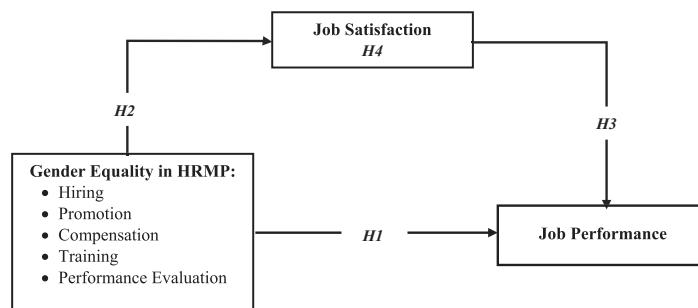


Figure 1.
The proposed model

Source: Authors own created

2.2 The mediating role of job satisfaction

Numerous researchers discovered a correlation between job satisfaction and performance, and human resource management research has confirmed this correlation. Bashir *et al.* (2020) found that work conditions that include gender equity contribute positively to the performance of employees; they recommend that businesses reap benefits by using such measures. Job satisfaction has value and is an encouraging force, but only for those who have a high level of motivation to work because it allows them to benefit from these favorable working circumstances and produce fully. Determinants of job satisfaction have been studied deeply for many years, and numerous studies have attempted to classify and determine the elements and the factors influencing job satisfaction. The core assumption here is that given that the workforce of any organization is not demographically homogeneous, one expects employee satisfaction to differ across subgroups (Fosam *et al.*, 1998). The research on job satisfaction in Middle Eastern countries suggests a strong association between demographic factors and job satisfaction (Suliman, 2006). Reported that male employees have higher job satisfaction from “quality of supervision” than female employees.

In contrast, female employees obtain more satisfaction from “fair pay” than male employees. Yu and Choe’s (2021) findings revealed that merely different work values between women and men do not account for women’s significantly higher job satisfaction. Many studies have tried to explain the implications of the gender gap in job satisfaction using personal and job-related characteristics and subjective factors such as men’s and women’s different work values, relative utility and expectations (Carleton and Clain, 2012). Paul Redmond Seamus McGuinness (2019) explains the gender gap in job satisfaction. In general, women report greater job satisfaction than men.

A few articles provide an exhaustive analysis of the relationship between job satisfaction and performance. These studies concurred that job satisfaction has a positive effect on job performance. We found a previous study investigating job satisfaction as an intermediate variable with the relationship between gender disparity and job performance in Jordan, and we decided to study these relationships. Thus, the above evidence leads to the following hypotheses (see Figure 1):

H3. Job satisfaction positively impacts job performance in teaching hospitals.

H4. Job satisfaction will mediate the relationship between gender equality in HRM and job performance.

2.3 Jordan context

Jordan is one of the most desirable countries for health investment and medical resorts and is regarded as the gateway to the Middle East. Jordan is among the most health-conscious countries, allocating 9.3% of its gross domestic product to health care (Bany Mohammad *et al.*, 2024; Taamneh *et al.*, 2021). This industry is experiencing a noticeable decline due to economic, scientific, political and social factors that have been forced over the past few decades despite its considerable achievements. As in other industries, the gender disparity in implementing human resource management functions is one of the main challenges facing the health industry. According to international and local reports, the participation rate of women in the Jordanian labor market was 14.9%, while the participation rate of men was 53.5%. The unemployment rate for women reached 33.6%, while 21.0% for men (World Bank, 2020; Jordan Department of Statistics, 2021). In the same context, the 2019 ESCWA report argues that institutions with equal representation of men and women in the workforce perform better in service delivery. Over the past two decades, Jordan's health-care system has vastly improved and is now regarded as one of the best in the Middle East. The Jordanian healthcare system is primarily comprising of the public sector, the private sector and the international and charity sector. The health sector in Jordan is growing to meet the current and future human and nonhuman requirements to ensure a high level of health services in Jordan. The Jordanian government encouraged medical education to fulfill the future demand for medical human resources, so the government established medical colleges in many governmental universities in Jordan. No medical college can be accredited without being affiliated with the educational hospital. The Jordanian healthcare system is primarily comprising of the public sector, the private sector and the international and nonprofit sectors. The Ministry of Health provides primary, secondary and tertiary care. Primary health care is provided by 102 comprehensive centers, 380 primary centers, 194 village clinics, 464 maternal and child health centers and 405 oral health clinics. Thirty-one MOH hospitals in Jordan's 12 governorates provide secondary and tertiary care with 5,177 beds or 37.7% of all hospital beds in the country. Primarily, the Military Medical Services provide secondary and tertiary care. It has 15 hospitals (ten general and five specialized), while the private sector has 59 hospitals (Jordan National HRs for Health Observatory, 2020, annual report).

3. Methodology

3.1 Population and sample

In light of the research's objectives, the study population comprised eight teaching hospitals in Jordan. Teaching hospitals were chosen for various reasons, the most important being that they offer a wide range of specialized services and have a large patient population due to their notoriety. Other factors related to the topic of this study include the availability of specialized human resource management departments and the desire of many professionals to be appointed and remain in such prestigious hospitals. Based on these considerations, three educational hospitals has been selected to participate in the current study, namely, Prince Basma Hospital, Prince Rashid Ben Al-Hasan Military Hospital and King Abdullah University Hospital. The main reason for selecting this sample of hospitals in the current study, due that they have the identical essential factors such as hospital size, geographic location, affiliation and patient demographics were considered.

Out of more than 400 sent questionnaires, only 285 questionnaires were returned. Moreover, nine questionnaires were found to be outliers so they were deleted from the final usable data. This resulted in 276 usable responses for further analyses (71%), yielding an overall response rate of 69%. According to demographic characteristics results as shown in Table 1. The majority of respondents are female with a ratio of the respondents the majority

Category	Coding	Frequency
<i>Gender</i>	Male	113
	Female	163
	<i>Total</i>	276
<i>Age</i>	Less than 30 years	103
	30–40 years	77
	41–50 years	59
	More than 50 years	37
	<i>Total</i>	276
<i>Educational hospital</i>	University hospital	54
	Ministry of health	152
	Royal medical services	70
	<i>Total</i>	276
<i>Experience</i>	Less than 5 years	99
	6–10 years	87
	11–15 years	61
	15 years and above	29
	<i>Total</i>	276

Table 1.
Demographic characteristics of the respondents

Source: Authors’ own created

were female with 59% of sample members, aged less than 30 years the majority due to the massive new hiring during the COVID-19 pandemic period, and this also explains why the majority of less than five years of experience.

3.2 Questionnaire instrument

To ensure content validity (face validity), the current study developed the research instrument by building on the prior theoretical basis. To achieve this, an online questionnaire was prepared in Arabic, the native language of the participants. Furthermore, this study used a structured research survey and followed the back-translation (forward-backward-translations) procedure suggested by Brislin (1986) to translate the research measures originally published in the English language (as presented in Table 2) into Arabic.

Moreover, to ensure consistency among the measures’ items and to avoid confusion among the respondents, all instrument items were measured on a seven-point Likert scale and seven-point semantic differentials with response options ranging from strongly disagree “coded as 1” to strongly agree “coded as 7”. Furthermore, Harman’s single factor was tested to ensure that the data did not have any common method variance (CMV) concerns. The test reported that the most covariance explained by one factor in our data is 29.8% which is less than the recommended value of 50%, thus CMV has not been of particular concern in our data context.

4. Data analysis and results

4.1 Descriptive analysis

The results of this descriptive analysis provide an overview of the perceived levels of gender equality across various HR practices, job satisfaction and job performance as presented in Table 3. While promotion practices exhibit a high level of gender equality, other HR practices, including hiring, training, performance evaluation and compensation, exhibit a moderate level.

Factors	No.	Measurements items	Sources
Gender equality <i>Hiring</i>	1	Selection based on job description rather than gender	Al-Jedaiah (2020) , Lyness <i>et al.</i> (2002) .
	2	Job interviews structured based on objective standards	
	3	Male recruited easier than female	
<i>Promotion</i>	1	Promotion decisions based on rationale based on the HRM policy	
	2	Female employee's promotion decisions need higher-level approval	
	3	I feel that working female employees restricted for leadership-level positions	
<i>Compensation</i>	1	Female employees' materialistic incentives are lower than male employees	
	2	Female employees' salaries are lower than male employees	
	3	I feel that female employees receive less recognition than male employees	
<i>Training</i>	1	Training decisions based on employee training needs rather than gender	
	2	Female employees have less opportunity to participate in international training programs	
	3	Compared to male employees, female employee has less opportunity to have career development	
<i>Performance evaluation</i>	1	I feel females have unfair performance evaluation compared to male employee	
	2	Female employee performance and productivity are ignored which restricts her promotion and career development	
	3	No gender discrimination in assigning tasks and duties	
<i>Job satisfaction</i>	1	I feel satisfied to a certain extent in my current job	Homburger and Cropanzano (2004)
	2	I am excited about my job most of the working days	
	3	It seems to me that my working day will not end	
	4	I enjoy my job	
	5	My job to me is somehow unpleasant	
<i>Job performance</i>	1	I can perform my assigned task effectively	Na-Nan <i>et al.</i> (2018) , Koopmans <i>et al.</i> (2012)
	2	I am accomplish all assigned duties according to job specification standards	
	3	I try to use feedback from others to do my job	
	4	I can work under work stress	
	5	I am flexible in managing difficult situations	
	6	I have professional communication skills (deleted)	
	7	I am able to organize my job and accept responsibilities (deleted)	
	8	I initiate solutions to all my problems in the workplace (deleted)	

Table 2.
Measurement items
and sources

Source: Authors' own created

A high level of gender equality in the dimension of promotion can be attributed to the fact that, in view of Jordan's high unemployment rate, more emphasis is expected to be placed on providing employment opportunities than on the issue of promotion.

4.2 Measurement model assessment

Measurement model assessment is the first step in the partial least squares-structural equation modeling (PLS-SEM) analysis which tests the measurements' reliability and validity. In fact, Hair *et al.* (2019) outlined four steps of assessment of the measurements' reliability and validity. These are (1) indicator reliability is assessed using Cronbach's alpha (α) > 0.70, (2) composite reliability (CR) > 0.70, (3) convergent validity using average variance extracted (AVE) > 0.50 values and (4) discriminant validity while can be evaluated by using Heterotrait–Monotrait (HTMT) correlation and Fornell and Larcker correlation. The measurement model loadings (Cronbach's alpha and composite reliability) presented in Table 4 and Figure 2 were largely above the 0.7 threshold, and the AVE was above the 0.50 values. On the other hand, when the variance inflation factor (VIF) approaches higher than the (5) value, it indicates a potential problem of collinearity (Hair *et al.*, 2019). Therefore, it should be less than 5 to ensure the absence of multi-collinearity. As displayed in Table 4, all the results indicated were acceptable with the conventional values and within the recommended range.

With regard to discriminant validity, discriminant validity is defined as “the extent to which a construct is truly distinct from other constructs by empirical standards” (Hair *et al.*, 2014, p.104),

Table 3.
Mean and standard
deviation of the
constructs

Construct name		Mean	SD	Level
Second-order	First-order			
<i>Gender equality in HRMP</i>	<i>Hiring</i>	3.573	1.221	Medium
	<i>Promotion</i>	4.331	0.759	High
	<i>Compensation</i>	2.761	1.242	Medium
	<i>Training</i>	3.556	1.207	Medium
	<i>Performance evaluation</i>	3.262	1.082	Medium
<i>Job satisfaction</i>		3.081	1.392	Medium
<i>Job performance</i>		3.347	1.277	Medium
Source: Authors' own created				

Table 4.
Convergent validity
and internal
consistency
reliability

Construct name		Cronbach's alpha	Composite reliability	AVE	VIF
Second-order	First-order				
<i>Gender equality in HRMP</i>	<i>Hiring</i>	0.873	0.922	0.797	2.633
	<i>Promotion</i>	0.846	0.907	0.765	3.159
	<i>Compensation</i>	0.908	0.942	0.845	3.623
	<i>Training</i>	0.846	0.907	0.765	3.564
	<i>Performance evaluation</i>	0.812	0.889	0.727	3.347
<i>Job satisfaction</i>		0.887	0.917	0.689	2.288
<i>Job performance</i>		0.880	0.913	0.677	DV
Source: Authors' own created					

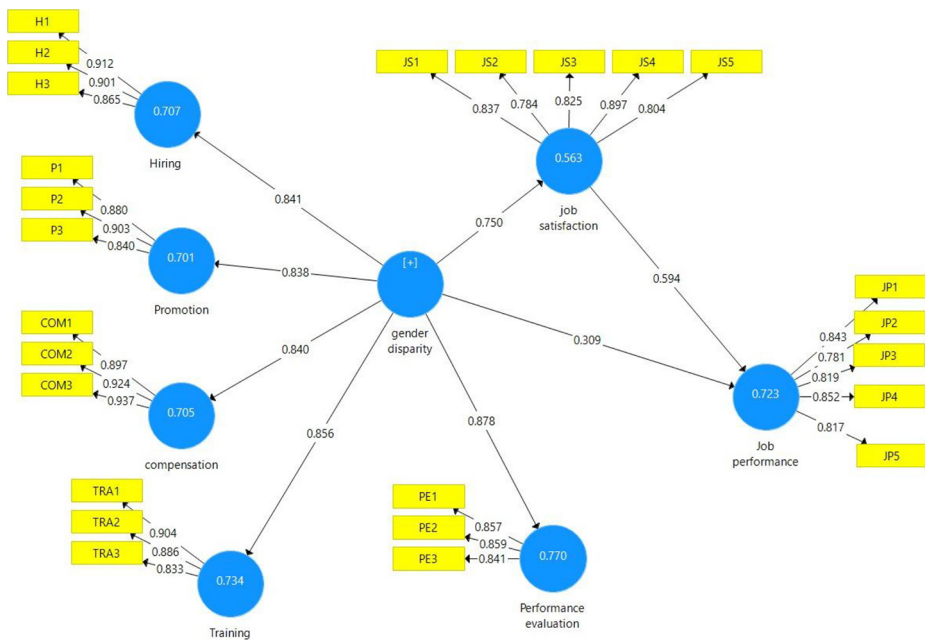


Figure 2.
The result of the
measurement model

Source: Authors own created

	1	2	3	4	5	6	7
Hiring (1)							
Job performance (2)	0.687						
Performance evaluation (3)	0.877	0.779					
Promotion (4)	0.810	0.822	0.835				
Training (5)	0.771	0.721	0.826	0.734			
Compensation (6)	0.690	0.694	0.729	0.705	0.806		
Job satisfaction (7)	0.700	0.813	0.798	0.834	0.725	0.635	

Table 5.
Heterotrait–
Monotrait correlation

Source: Authors' own created

which determines by HTMT correlations (Henseler *et al.*, 2015) and Fornell–Larcker correlations (Fornell and Larcker, 1981). The foremost method is alternative method to evaluate discriminant validity in PLS-SEM is HTMT correlations which should be less than 0.90 thresholds as suggested by Henseler *et al.* (2015). Accordingly, Table 5 shows the results of HTMT correlations within the recommended range. In addition, Table 6 displays that the Fornell–Larcker correlation was satisfied as the square of each variable's AVE is greater than the inter-correlations.

4.3 Structural model assessment

Structural model assessment is the second step in the PLS-SEM analysis to assess the inner model and as well as assessing the significance level of the (path coefficients- β) for hypothesis testing (Hair *et al.*, 2019). However, it should be also noted that the current study model included the higher-order construct of gender equality in HRMP (with dimensions of hiring,

promotion, compensation, training and performance evaluation). The results in Table 7 and Figure 3 showed that job performance is significantly and positively influenced by gender equality in HRMP ($\beta = 0.309, t: 4.493, p:***$) and job satisfaction ($\beta = 0.594, t: 8.941, p:***$), and hence these hypotheses ($H1$ and $H3$) were accepted. In addition, the results also revealed that job satisfaction is significantly and positively influenced by gender equality in HRMP ($\beta = 0.750, t: 11.063, p:***$), and hence hypothesis ($H2$) was also accepted. Finally, regarding the mediating effect of job satisfaction, the results show that job satisfaction has mediated the

Table 6.
Fornell and Larcker
correlation

	1	2	3	4	5	6	7
<i>Hiring (1)</i>	0.893						
<i>Job performance (2)</i>	0.603	0.823					
<i>Performance evaluation (3)</i>	0.738	0.660	0.852				
<i>Promotion (4)</i>	0.696	0.709	0.744	0.875			
<i>Training (5)</i>	0.666	0.628	0.712	0.626	0.875		
<i>Compensation (6)</i>	0.615	0.624	0.630	0.620	0.711	0.919	
<i>Job satisfaction (7)</i>	0.616	0.825	0.678	0.723	0.629	0.574	0.830

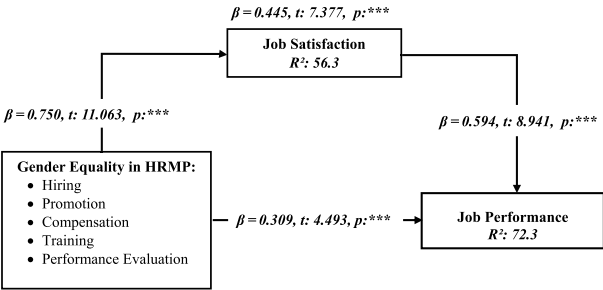
Source: Authors' own created

Table 7.
Result of hypotheses
testing

H	Paths	Path coefficient (β)	T values	p-values	Decision
$H1$	Gender equality in HRMP \rightarrow job performance	0.309	4.493	***	Accepted
$H2$	Gender equality in HRMP \rightarrow job satisfaction	0.750	11.063	***	Accepted
$H3$	Job satisfaction \rightarrow job performance	0.594	8.941	***	Accepted
$H4$	Gender equality in HRMP \rightarrow job satisfaction \rightarrow job performance	0.445	7.377	***	Accepted

Note: ***Denotes high-level statistical significance ($p^{***} < 0.001$)
Source: Authors' own created

Figure 3.
Result of hypotheses
testing



Note: ***Denotes high-level statistical significance ($p^{***} < 0.001$)
Source: Authors own created

association between gender equality in HRMP and job performance ($\beta = 0.445$, $t: 7.377$, $p: ***$), and hence hypothesis ($H4$) was also accepted.

Regarding the determination coefficient (R^2), Chin (2010) suggested that the values of R^2 above 0.67 are considered high, whereas values ranging from 0.67 to 0.33 are moderate, and values between 0.33 and 0.19 are weak, and any R^2 values less than 0.19 are unacceptable. Based on the results in Figures 2 and 3, it can be explained, that initially, the R^2 of job performance was found to be 0.723, thus indicating that gender equality in HRMP and job satisfaction cumulatively account for 72.3% of the variance in job performance, which indicates that it is high. Besides, the R^2 of job satisfaction was 0.563, thereby indicating that gender equality in HRMP accounts for 56.3% of the variance in job satisfaction, which can be considered as moderate. Eventually, the model fitness test – standardized root mean square residual (SRMR), for the current study is 0.061 which is less than the cut-off value recommended in the previous study, and it is an acceptable level.

5. Discussion

This study aimed to assess the effect of gender disparity on job performance. The study also aimed to determine the role of job satisfaction as a mediator between gender disparity and job satisfaction. Our research focused on educational hospital personnel in the northern region of Jordan. 14 invalid questionnaires were retrieved, bringing the total number of valid questionnaires to 267 out of 281. The results of our impact model indicate that gender equality was positively associated with job performance in Jordanian teaching hospitals. This study's findings are consistent with previous research conducted in countries near Jordan, namely, Bahrain and the United Arab Emirates. This would indicate that gender equality in HRM practices can increase engagement among staff members. When employees believe they receive treatment equitably and are given equal opportunities for career advancement and growth, they are more inclined to be motivated and dedicated to their work. Employees who are engaged exhibit greater job satisfaction and performance. In organizations, equality between genders can positively affect cooperation and collaboration. Staff are more inclined to work in a supportive and cooperative manner when gender biases and inequalities are minimized. This environment setting can facilitate effective collaboration, knowledge sharing and improved performance outcomes. Found that individuals, particularly millennials and newer generations, actively seek inclusive work environments that promote diversity and provide equal opportunities for career advancement. By adopting gender equality, businesses can attract and keep talented employees, resulting in a more talented and excellent workforce. According to a study, organizations that emphasize gender equality in their HRM practices are more appealing to top talent. These arguments stress that gender equality in HRMP produces a favorable and welcoming work environment, which positively impacts job performance.

The findings of the second hypothesis showed a significant and positive effect of gender equality in human resource management on job satisfaction, so the hypothesis is accepted. This finding suggests that when hospitals support gender equality in various HRM practices dimensions, including hiring, compensation, promotion, training, performance evaluation and employee job satisfaction increases. This result is consistent with prior research highlighting the significance of equitable HR practices for improving employee job satisfaction. The study's findings support regarding the relationship between job satisfaction and job performance ($H3$). The results indicate a statistically significant and positive relationship between job satisfaction and performance, supporting the validity of the second hypothesis. This finding suggests that employees are more satisfied with their employment perform better on average. It is consistent with literature that emphasizes the

motivational aspect of job satisfaction and its influence on people's work-related behaviors and outcomes.

We used the social exchange theory to create our model. When analyzing the effect of gender equality on job performance, the social exchange theory can provide insight into the underlying mechanisms at play. Following the social exchange theory, gender equality practices can improve job performance through various mechanisms, including trust and reciprocity, positive work relationships and psychological context. According to the social exchange theory, individuals engage in social exchange when they weigh the cost and benefit of their interactions. Social exchange theory explains how gender equality affects job performance by nurturing a positive exchange environment, fostering trust and fostering reciprocity.

Finally, the interaction model was estimated to test our mediating hypothesis. The results indicate that job satisfaction mediates the relationship between gender equality in HRM practices and job performance, supporting the validity of this hypothesis. The result indicates that the positive relationship between gender equality in HRM practices and job performance is partially mediated by job satisfaction. In other words, when gender equality practices are in effect, it not only improves job satisfaction but also leads to enhanced job performance as a result of employees' satisfaction. Ultimately, these findings shed light on the relationships between gender equality in HRM practices, job satisfaction and job performance. They propose that teaching hospitals should strive to implement gender equality practices in their HR processes to increase employee job satisfaction, which can contribute to improved job performance. By encouraging gender equality, hospitals can create a more inclusive and gratifying workplace that positively affects staff members' performance.

6. Implications

The study's conclusion that gender equity influences job performance and that this effect is mediated by employee job satisfaction emphasizes how crucial it is to advance gender parity in the workplace. Studies have consistently demonstrated that efforts toward gender parity result in a workplace that is more equitable and inclusive ([Reutzel et al., 2023](#)). Workers are more likely to be more satisfied with their jobs when they believe that gender equity exists in their company ([Fatima and Gunawan, 2024](#)). Furthermore, a correlation exists between enhanced job satisfaction and better job performance ([Guerci et al., 2023](#)). Consequently, companies that place a high priority on gender equity not only create a more welcoming work environment but also improve employee job satisfaction, which in turn boosts output and performance.

Organizations should endeavor to remove gender bias from their HRM practices and strategies to improve employee job performance and satisfaction. Human resource professionals should be taught to recognize and eliminate gender discrimination in HR policies and practices, such as hiring, promotion, compensation, training and performance evaluation. To ensure equal opportunities and treatment for employees, organizations should measure and monitor gender diversity and gender disparity in their HRMP. By measuring and monitoring gender diversity and gender disparity in HRMP, organizations can identify and address disparities that negatively affect employee job satisfaction and performance. Organizations should ensure employees are satisfied with their jobs to enhance their performance. Job satisfaction can be improved through various means, including providing opportunities for growth and development, recognizing and rewarding good performance and ensuring a healthy work-life balance.

HR professionals should consider the function of job satisfaction as a mediator in the relationship between gender disparities in HRMP and job performance. The findings of this study indicate that job satisfaction is an essential mediator between gender disparity in

HRMP and job performance. Therefore, HR professionals should prioritize increasing employee job satisfaction to enhance their job performance. The practical effects of this study suggest that HR professionals can improve employee job performance and job satisfaction by encouraging gender diversity and removing gender bias in their HRMP, as well as by concentrating on improving employee job satisfaction.

The results of this study contribute to the expanding body of knowledge regarding the significance of gender diversity in HRMP and its effect on job performance and satisfaction. The study's findings support the notion that gender disparities in HRM programs can negatively impact employee job performance and job satisfaction. This study also elucidates the role of job satisfaction as a mediator in the relationship between gender disparity in HRMP and job performance. This study emphasizes the significance of incorporating higher-order constructs like gender disparity in HRMP into the measurement model of PLS-SEM analysis. Higher-order constructs can provide a broader understanding of complicated phenomena and aid researchers better comprehending the relationships between multiple dimensions of a construct and their influence on outcome variables. More specifically, managers can use gender-neutral job descriptions, avoid gender interview questions, use structured interview questions and evaluate candidates based on merit as strategies to maintain equal treatment practices in hiring. However, it is recommended to use objective criteria for evaluating employee performance, establishing transparent promotion policies and using a diverse promotion panel are some measures to create a fair and equitable promotion process.

7. Conclusion

A plethora of literature, research and reports proclaim the importance of female employees in the workforce and their contribution to the global economy. The present study was designed to determine the effect of gender-discriminating practices on female employees' JS and motivation levels. The proposed framework and the empirical findings set out to objectively examine and measure the relationships between GE, JS and JP. This investigation shows that if female employees feel discriminated against at organizations owing to their gender, their JS and JP are significantly lowered. This decreased level of JP and satisfaction further lowers their marginal productivity, ultimately leading to an overall loss of organizational output. However, this study was limited in several ways. First, the study used convenience sampling, restricting the generalizability of results. Respondents were selected on the grounds of accessibility. Few of the interviewees were further asked to snowball the questionnaire, meaning they would circulate it to people in their department or hierarchy, thus narrowing the representation. Second, the study's respondents were primarily female employees at the managerial level, which reduces its generalizability (applicability) to administrative and clerical female employees. The third limitation was the hesitation HR department heads expressed in expressing GI's practices, which led to dissatisfaction among its female employees. Workplace GI was stigmatized and unspoken of; hence the organizational perspective could not be captured. The moderating roles of societal culture, leadership style and region were not considered, and future researchers should consider this. Owing to these limitations, duplication of the study for cross-validation is recommended. Future studies should include a more representative sample including policymakers' and HR managers' opinions. Although employee motivation and satisfaction have been studied and various indicators have been explored, research rigor is still deficient in female JS and motivation. There has been a slow improvement in the sociological and economic condition of female employees and their participation in the workforce. This improved status has enhanced their JS JM levels as a corollary to those described above.

However, dissatisfaction and lower motivation of female employees owing to gender discrimination still exist because the reasons are rooted within the organizations. Many researchers have been working in the realm of workplace GI, and this research contributes to this concerted effort by providing scope for future research.

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