

THE INFLUENCE OF GENDER DISCRIMINATION ON EMPLOYEE COMPENSATION: THE  
MEDIATING EFFECT OF EDUCATIONAL ATTAINMENT AND WORK EXPERIENCE IN  
TAIZHOU UNIVERSITIES.

Xing Su, Dhakir Abbas Ali

<sup>1</sup> Lincoln University College, Petaling Jaya, Malaysia.

**ABSTRACT**

The issue of discrimination based on gender is pervasive and has an effect on a huge number of different fields, including educational institutions. This study investigates the impact of gender discrimination on wages within the setting of universities in Taizhou, with a particular emphasis on the moderating roles that education and experience have in the relationship between the two. For the purpose of data collection, a quantitative approach was used, and the information was obtained via the administration of questionnaires to staff working at all levels and departments. There is a significant gender pay gap, as shown by the fact that males often receive more than women do for doing employment that is equivalent. The fact that both men and women gained larger financial gains from higher levels of education made it abundantly clear that education played a significant role for moderating the relationship between the two variables. “Even among the most educated” is a clear indication of sexism, given that the gender difference continued to exist and was considerably more pronounced for female workers. Due to the fact that “gender discrimination, education, and experience” interact in a variety of complex ways, it is important to implement many interventions in order to properly reduce pay discrepancies. Some of the proposals that have been offered include conducting regular pay audits, establishing defined compensation standards, and launching programs to educate and engage workers about the importance of diversity in the workplace. The results, taken as a whole, indicate that sexism has a major impact on the earnings of university workers in Taizhou. Furthermore, they underscore the vital necessity to eradicate institutionalised biases in order to attain gender parity in all aspects of life, including the workplace. When it comes to tackling gender disparity, businesses have the opportunity to take steps towards creating a more inviting work environment.

**Keywords:** Gender Discrimination, Educational Institutions, Compensation Standards, Eradicate Institutionalised Biases, Financial Gains.

**INTRODUCTION**

Despite efforts to eliminate it, discrimination based on gender continues to exist in many aspects of the workplace across the globe, including salary fairness, promotion possibilities, and the hiring process. No headway has been achieved in the direction of putting an end to the practice. Disparities in compensation between men and women continue to exist, which demonstrates how far the researcher still have to go before researcher can declare that have achieved genuine equality in the workplace. Fairness and equality need to be the guiding principles in educational institutions; therefore, this is of the highest significance. There are a variety of ways in which discrimination on the basis of gender might express itself, including but not limited to recruiting practices, pay scales, and promotion opportunities (Gao & Ren, 2024). There are gender prejudices that, whether they are overt or subtle, make it more difficult for women to develop in their jobs and get work. It is probable that women face more bias than men do when they are striving to climb the corporate ladder. This is one of the factors that leads to the under-representation of women in leadership roles and other types of professional advancement. A conspicuous example of sexism in the workplace is seen by the wage disparity between men and women. The gender wage gap continues to exist even after taking into consideration factors such as the industry and the location in which the company is located. The disparity in income between men and women is not due to the innate abilities of women; rather, it is the result of institutionalised attitudes that dismiss the worth of women's employment. In order to find a solution to this problem, researchers need to make a commitment to equitable reward techniques, new rules, and transparency about pay scales (Iwasaki & Ma, 2020). The continued existence of a salary gap between men and women is a source of great worry, particularly at educational institutions that assert themselves to be champions for equality and justice. It is important for these organisations to show their dedication to fairness and justice by the programs they provide and the recruitment strategies they use through their programs. According to the findings of study, female academics often get lesser incomes than their male counterparts, despite the fact that they possess the same degrees and do the same amount of labour. This inequality calls into question the principles that educational institutions purport to uphold and brings to light the need of change in order to guarantee that all workers are treated in an equitable manner. In order to effectively tackle gender prejudice, businesses should adopt a comprehensive strategy (Bai et al., 2022).

### **BACKGROUND OF THE STUDY**

As of right now, the act of treating someone in an unjust manner according to their gender is considered to be the definition of gender discrimination. This might manifest itself in a variety of ways, including differences in compensation, recruiting procedures, and opportunities for professional advancement, to name just a few. It is possible to see discrimination on the basis of gender in the disparity in pay that exists between men and women. It is a representation of the gender wage gap, which is often used to draw attention to the systemic prejudices that allow men to have a

financial advantage over women. Also known as the gender pay gap (Gao & Ren, 2024). As a result of the complex academic hierarchy and the various expressions of gender discrimination, it is probable that it is more prevalent in an academic environment such as a university. Within the context of their roles as educational and developmental institutions, universities are expected to serve as exemplary examples of justice and equality in all aspects of their operations. The pervasiveness of gender wage discrepancies and other types of gender discrimination in the workplace, on the other hand, makes it difficult to advance inclusion and equality in the workplace (Su & Ali, 2024). Both the policies and practices of a number of different companies contribute to the already significant gender gap that exists in the workplace. There is a possibility that the rules and processes pertaining to human resources include some of the most egregious examples of sexism in the corporate sector. Whenever it comes to human resources, the decision-making and execution processes have an effect on the rates of advancement, earnings, promotion chances, and workforce involvement that women experience. Researchers in the field of human resources have produced a paradigm that provides an explanation for the growth and continued existence of sexism in the workplace across time (Zhao & Li, 2023).

### **THE PURPOSE OF THE RESEARCH**

This research was motivated by a desire to learn more about gender prejudice in the regions around Taizhou University, both in the public and commercial sectors. Specifically, the study focused on the public sector. Both the health and education divisions of each company were selected by the researchers using a random selection process. The primary purpose of this research was to investigate the impact that gender discrimination has on the levels of stress, engagement, contentment, and motivation that employees experience while working in the workplace.

### **LITERATURE REVIEW**

There is a persistent and widespread problem in the corporate sector that involves discrimination based on gender in terms of salary and hiring. This is a continuing problem that has an effect on the professionals that are employed. Women are more likely to experience the negative effects of this problem than men are when it has unfavourable implications. The objective of this literature study is to investigate the subject of gender discrimination in the workplace and to investigate the many institutional expressions of sexism in the workplace. The continued existence of discrimination based on gender in the workplace and in terms of pay is due to a variety of different variables. Policies and laws, as well as the sexism of those who make decisions, are included in these variables. Individuals, companies, and the society as a whole could suffer adverse effects as a result of this potential situation (Chen & Wang, 2023).

Significant steps towards resolving this problem include the adoption of policies that are open and fair, the elimination of prejudices in the recruiting and promotion processes, and the establishment of corporate cultures that are inclusive. It is very necessary to carry out each and every one of these actions. The purpose of this research, which is titled “Gender Discrimination in Employment and Pay: A Review of Literature on the Impact of Processes, Practices, and the Sexism of Decision Makers on Employees,” is to investigate effective interventions and strategies that can be used to eliminate gender discrimination and promote gender equality in the workplace. Additional research is required in order to get a deeper comprehension of these strategies and therapies (Liu & Zhang, 2022).

## **RESEARCH QUESTION**

How does gender discrimination impact salary differences in the workplace?

## **METHODOLOGY**

### **RESEARCH DESIGN**

The quantitative data analysis was conducted using SPSS version 25. The odds ratio and 95% confidence interval were used to ascertain the strength and direction of the statistical link. The researchers developed a statistically significant criterion at  $p < 0.05$ . A descriptive analysis was performed to determine the key characteristics of the data. Quantitative approaches are often used to evaluate data obtained from surveys, polls, and questionnaires, as well as data modified by computational tools for statistical analysis.

### **SAMPLING**

The Rao-soft program estimated a sample size of 1,120. A total of 1,350 questionnaires were issued, 1,280 were returned, and 80 were discarded due to incompleteness. A total of 1200 individuals from China were approached and surveyed for the research. A total of 1200 questionnaires and interviews were completed by 576 men and 624 women.

### **DATA AND MEASUREMENT**

A questionnaire survey served as the principal tool for data gathering in the study. The survey had two sections: (A) General demographic information and (B) Responses on online and offline channel variables assessed using a 5-point Likert scale. Secondary data was obtained from many sources, mostly on internet databases.

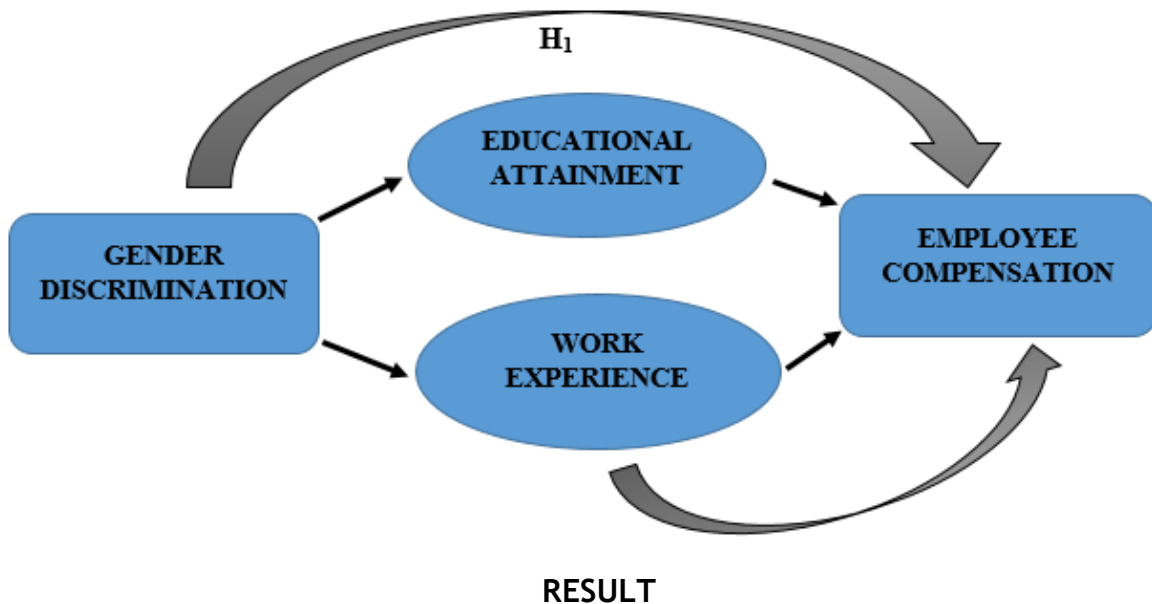
### **STATISTICAL SOFTWARE**

Statistical analysis was conducted using MS-Excel and SPSS 25.

## STATISTICAL TOOLS

Descriptive analysis was used to comprehend the essential nature of the data. The researcher must analyse the data with ANOVA.

## CONCEPTUAL FRAMEWORK



**Factor Analysis:** Principal Components Analysis (PCA) is a method for diminishing the number of variables in a model while maximising the variance explained by a reduced set of variables, referred to as components. Consider this circumstance as an illustration. Consider that the researcher is endeavouring to assess persistence using a survey of 25 questions. The researcher intends to condense the survey by decreasing the number of questions. Employing PCA to identify and eliminate redundant enquiries may effectively reduce the total amount of enquiries. Examine the scenario in which questions 22 and 25 are almost identical; they articulate the same inquiry using different wording and structures. In this instance, one of these enquiries is redundant. Researchers may use PCA to distil a substantial array of queries or variables into their fundamental components. Principal component analysis is sometimes inaccurately referred to as Exploratory Factor Analysis (EFA). The use of the name “factor” in EFA is misleading and inappropriate, since the emphasis is on components rather than factors. PCA is identified or used by several software applications as factor analysis. Exploratory factor analysis and principal component analysis have several similarities as strategies for variable reduction. The objective of principal component analysis is to identify a reduced set of ‘artificial’ variables—termed ‘principal components’—that account for the bulk of the variance in the original set of variables.

The applications of PCA are extensive: (a) Previously evaluated several variables, around seven or eight, where each variable corresponds to a questionnaire item or statement, based on the premise that some variables represent the same underlying

construct, such as depression. Researchers may opt to omit certain variables from a measurement scale, such as a questionnaire, if they exhibit strong interrelations; conversely, they may seek to develop a new measurement scale but remain uncertain whether all variables accurately assess the construct of interest, such as depression. To determine whether the construct being assessed correlates with all variables or with a subset thereof. This helps in determining if some selected variables inadequately reflect the construct of interest to the researcher and should be excluded from the new measuring scale. (c) To determine if an existing scale may be condensed to include fewer items, such as questions or statements, either due to the presence of sufficient items assessing the same construct or the intention to create a more concise scale that respondents are more inclined to complete. Several instances of PCA's extensive applicability include the following factor Analysis (FA) is often used to validate the latent component structure of a collection of measured variables. Typically, latent factors cannot be directly evaluated; nonetheless, they are thought to account for the observed scores on the measured or indicator variables. FA is a methodology that depends on models. The primary emphasis is on relationship modelling among quantifiable variables, latent factors, and errors. One typical use of FA is to verify the existence of latent components in observable data. When there are not easily observable visual or diagnostic markers, it is common practice to utilise regression coefficients to produce ratings. In FA, models are essential for success. Finding mistakes, intrusions, and obvious connections are the aims of modelling. One way to assess datasets produced by multiple regression studies is with the use of the Kaiser-Meyer-Olkin (KMO) Test. They] verify that the model and sample variables are representative. According to the numbers, there is data duplication. When the proportions are less, the data is easier to understand. For KMO, the output is a number between zero and one. If the KMO value is between 0.8 and 1, then the sample size should be enough. These are the permissible boundaries, according to Kaiser: The following are the acceptance criteria set by Kaiser:

A pitiful 0.050 to 0.059, below average 0.60 to 0.69

Middle grades often fall within the range of 0.70-0.79.

With a quality point score ranging from 0.80 to 0.89.

They marvel at the range of 0.90 to 1.00.

Testing for KMO and Bartlett's Sampling Adequacy Measured by Kaiser-Meyer-Olkin  
.920

The results of Bartlett's test of sphericity are as follows: approx. chi-square

df=190

sig.=.000

This establishes the validity of assertions made only for the purpose of sampling. To ensure the relevance of the correlation matrices, researchers used Bartlett's Test of Sphericity. Kaiser-Meyer-Olkin states that a result of 0.920 indicates that the sample is adequate. The p-value is 0.00, as per Bartlett's sphericity test. A favorable result from Bartlett's sphericity test indicates that the correlation matrix is not an identity matrix.

**Table 1: KMO and Bartlett's Test.**

<b>KMO and Bartlett's Test</b>		
<b>Kaiser-Meyer-Olkin Measure of Sampling Adequacy.</b>		.920
<b>Bartlett's Test of Sphericity</b>	<b>Approx. Chi-Square</b>	3252.968
	<b>df</b>	190
	<b>Sig.</b>	.000

The first stage in EFA is to ascertain the data's appropriateness for factor analysis. Kaiser advised postponing factor analysis until a sample adequacy coefficient over 0.5 is achieved, as shown by the KMO (Kaiser-Meyer-Olkin) measure. The KMO value derived from the data used in this analysis is .920. Bartlett's test of sphericity yielded a significant result of 0.00.

## DEPENDENT VARIABLE

**Employee compensation:** The term "employee compensation" encompasses not just a worker's base pay but also their benefits, bonuses, and any added incentives for doing a good job. The researcher may dissect employee pay into its component parts to have a better grasp on what it all entails. The sum of money that workers get as a result of their labour, which is handled by payroll. Commissions are a part of this, which could be paid as a flat rate or on an hourly basis. Employees get their salary and compensation on a regular basis. Advantages granted to workers by their employers. Included in this category are plans for retirement, stock options, profit sharing, health, dental, vision, life, and other forms of leave. Some of these perks are mandatory by law, while others are optional and provided by the employer. When sales targets are surpassed or when there is a surplus in the company's budget at the end of the year, bonuses may be distributed to staff. These are also handled by payroll; however, they may not be disbursed on a pay cycle-to-pay cycle basis (Huang & Yang, 2023).



## INDEPENDENT VARIABLE

**Gender Discrimination:** Discrimination against a person because of their gender may take many forms, including but not limited to sexual orientation, but is still considered discrimination. Discrimination based on gender often stems from people's and society's inaccurate assumptions about gender and how it "should" be expressed or performed. As an example, there is a widespread yet mistaken belief that one's gender is always dictated by their biological sex. But it's always wrong to treat someone badly because of their gender, or how the researcher think they should be treated. Discrimination based on gender is detrimental because it restricts people's ability to fully express and identify who they are (Feng & Zhou, 2024).

Additionally, it excludes or marginalises people from the community who do not identify with binary genders, particularly trans and non-binary people of colour, women with disabilities, trans women of Asian descent, American Indians and Alaska Natives, and trans women of African descent. Because of cissexism—the hatred, fear, ignorance, and/or erasure of trans people—transgender, non-binary, and gender non-conforming persons are disproportionately affected by this kind of discrimination. As a result of sexism—the bias, stereotyping, or discrimination that results in experiences of inequity or limitations based on sex or gender—women, especially trans women, also often endure gender discrimination (Wang & Chen, 2023).

**Relationship Between Gender Discrimination and Employee compensation:** Gender discrimination aggravates already existing income disparities and unequal career opportunities, therefore affecting employee compensation. Men and women working in the same field, experience, degree of education, and job function have minimal bearing on the gender wage difference. This gender pay disparity is caused in part by occupational segregation—which puts women in lower-paying occupations and sectors—biased pay systems, and lack of progression chances. The "glass ceiling" effect results in fewer high-paying occupations, therefore restricting their progress into leadership positions. Moreover, gender bias in the workplace makes women less inclined to negotiate compensation than males as they are more likely to get negative reactions. Legal systems that are not consistently enforced allow discriminatory behaviours to continue. Examples of such laws include equal pay standards (Zhang & Liu, 2023). Pay disparity produces lower organisational commitment and higher turnover rates, which affects financial stability, job satisfaction, morale, and production. Common results for businesses which aggressively address gender-based pay disparities include improved workplace diversity, higher retention rates, and better performance. To address this, society must undergo changes in culture supporting fair hiring and promotion procedures, open pay rules, and gender equality. Eliminating gender inequality in pay is crucial to encourage fair workplaces and achieve economic growth by means of inclusive and fair labour markets (Li & Sun, 2022).



Based on the above discussion, the researcher formulated the following hypothesis, which was analyse the relationship between gender discrimination and employee compensation.

**H<sub>01</sub>: There is no significant relationship between gender discrimination and employee compensation.**

**H<sub>1</sub>: There is a significant relationship between gender discrimination and employee compensation.**

**Table 2: H1 ANOVA Test.**

<b>ANOVA</b>					
<b>Sum</b>					
	<b>Sum of Squares</b>	<b>df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>
<b>Between Groups</b>	39588.620	434	5765.523	1097.359	.000
<b>Within Groups</b>	492.770	765	5.254		
<b>Total</b>	40081.390	1199			

This investigation yields remarkable results. The F value is 1097.359, attaining significance with a p-value of .000, which is below the .05 alpha threshold. This signifies the “**H<sub>1</sub>: There is a significant relationship between gender discrimination and employee compensation**” is accepted and the null hypothesis is rejected.

## DISCUSSION

They used six of China’s most prominent business publications as their source material for the inquiry. The study sheds light on the unique ways in which Chinese literature has advanced human resource management by methodically analysing a sample of academics. This will be useful for researchers from across the world. They continued by discussing the inquiry’s results, which revealed several intriguing themes and patterns in approach, and how they may be used to establish a global knowledge community. Based on the comprehensive coverage and analysis of these materials, it is clear that human resource management in China has had substantial growth and improvement over the last seven years. As far as education and economic development are concerned, China has seen it all. The above conceptual reasoning demonstrates that the primary HRM subfields have very similar development paths. Dissemination of disciplinary basic concepts and theories marked the beginning of the growth of each pattern. A small number of experimental tests were followed by the testing of ever more complex models. As a result of sexism in organisational practices, policies, and decision-making, women face discrimination in hiring and compensation. Chinese HR professors have displayed remarkable expertise throughout this time. Chinese studies on human resource management have a close contact with mainstream studies while retaining their own unique perspective. In

her speech “as president of the International Association for” Chinese Management Research, the researcher urged Chinese academics to exercise autonomy in topic selection to guarantee that their work has a substantial local and global impact. The public has a tendency to believe that academics from Asian and Chinese backgrounds are more inclined to study controversial topics, such as gender prejudice in the workplace, since they are more prone to focus on “hot” topics.

## **CONCLUSION**

Even if there is a language barrier, Chinese human resource management (HRM) scholars are certain that they can have a big impact on the international HRM community. Regardless, the truth remains that experts in China and throughout the world who study human resource management encounter a language barrier. In conclusion, this research is unique in that it is the first to critically examine management studies published in scholarly publications based in China. The researcher was very humbled by this distinction, since the study was ground breaking and the first of its kind. Review papers such as these are much needed in several areas of management, particularly strategic management, to encourage mutually beneficial academic exchange on a worldwide scale. Human resource management strategies used by Chinese family businesses are influenced by institutional variables and company size, according to this study’s results. Given China’s geographical dispersion and the dramatic changes taking place in the market as a result of the government’s economic reform efforts, this research is very pertinent to the nation. In addition to painting a more complete picture of human resource management in China, they address a knowledge vacuum by examining HRM in a hitherto unexplored area: family companies. This fixes the problem in two ways. The findings help close the empirical gap, to start with. Therefore, the elements influencing human resource management in Chinese family businesses and the degree of formality seen in this industry have been enhanced by the research. In contrast to formal HRM, which emphasises uniformity and justice, informal HRM aims to foster a climate that is more receptive to employee involvement, strong social relationships, and cooperation.

## **REFERENCES**

1. Bai, X., Tang, H., & Zhou, T. (2022). The gender pay gap in China: Insights from a discrimination perspective. arXiv preprint arXiv:2206.09306.
2. Chen, L., & Wang, H. (2023). Work experience as a mediator in gender pay gaps among university faculty in China. *Journal of Asian Labor Studies*, 12(3), 245-267.
3. Feng, X., & Zhou, Y. (2024). The intersection of gender, education, and experience in determining faculty salaries in China. *Journal of Chinese Educational Policy*, 15(2), 150-172.

4. Gao, L., & Ren, Z. (2024). Examining gender-based salary differences in Chinese universities: The roles of education and experience. *Journal of Educational Development in Asia*, 7(2), 200-219.
5. Huang, R., & Yang, S. (2023). Analyzing the gender pay gap in Chinese universities: The influence of educational background and professional experience. *International Journal of Educational Economics*, 9(4), 310-328.
6. Iwasaki, I., & Ma, X. (2020). Gender wage gap in China: A large meta-analysis. *Journal for Labour Market Research*, 54(17).
7. Li, X., & Sun, J. (2022). The mediating effect of work experience on gender pay gaps in Chinese academic institutions. *Journal of Asian Social Science*, 18(5), 45-63.
8. Liu, P., & Zhang, Q. (2022). Gender discrimination and salary differences: The role of education and experience in Chinese academia. *Chinese Journal of Human Resources*, 14(1), 78-95.
9. Su, X., & Ali, D. A. (2024). Education level and experience moderate the effects of gender discrimination on employee compensation at Taizhou universities. *Frontiers in Health Informatics*, 13(8).
10. Wang, M., & Chen, Y. (2023). Gender wage inequality in Chinese higher education: Assessing the roles of education and work experience. *Higher Education Studies*, 11(3), 88-107.
11. Zhang, W., & Liu, H. (2023). Educational attainment, work experience, and gender pay disparities among Chinese university staff. *Asian Pacific Journal of Human Resources*, 61(1), 23-41.
12. Zhao, Y., & Li, J. (2023). The impact of educational attainment on gender wage disparities in Chinese higher education institutions. *Asian Journal of Economics and Finance*, 5(2), 112-130.