A Study of the Marital Status and Gender being Determinants of Workers Performance in the Service Market of Private Organizations in Pakistan

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ARTICLE INFO	ABSTRACT
	Socio-cultural factors such as the marital status and gender of the workers have been playing crucial roles in determining the workers' performance in the private service market of any society & culture. Therefore, these factors have implications for the workers' performance of the public as well as private sector organizations of any society. There is apparent variation in the service market, circumstances, conditions, and environment of the public and private sector organizations. Therefore, neither organization category can be combined to conduct any social research. Keeping this rationale in mind, the private organizations working in the service market of Faisalabad were selected purposively to perform the present study. There were 21 organizations in the private service market of Faisalabad. A sample of 300 workers from these organizations was chosen by applying probability & non-probability sampling techniques. This was done in light of the sample's purpose, convenience, and representativeness at different stages of the sampling procedure. A well-structured questionnaire was designed and distributed among these workers for data collection. The number of questionnaires collected from the respondents was 260; the rest was dropout. Univariate and bivariate analyses were carried out of the collected data by applying the Chi-Square & Gamma tests. The results revealed a significant negative relationship between marital status and workers' performance. At the same time, there was an essential &positive relationship between gender and performance. To enhance performance in the county's private service market, there is a need to improve workplace work conditions and environment, particularly for married and women workers.

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INTRODUCTION

Organizational culture is composed of non-written customs, traditions, norms, values, attitudes, behaviors, perceptions, and belief systems that design the organizations' folkways, mores, norms, rules, ways, means, and procedures. The organizational culture is also comprised of organizational structure, system, and hierarchy that provide power & authority in the decision-making process. This decision-making is more crucial regarding its working mechanisms, human resource (HR) recruitment & training, and human resource management (HRM), including its primary & secondary functions within the organizations. The ultimate goal of any organization's cultural dimensions is to make its workers capable and willing to go for high worker performance to achieve the best quality, high production, and other critical organizational outcomes. These outcomes are delivered in the national and international business & service markets for high profit margins and sustainable organizational growth in a competitive environment (Nazir & Zamir, 2015; Rosauer, 2013; Olanipekun et al., 2013).

Furthermore, cultural factors are crucial to determine & maintain different cultural dimensions of any organization in the service market of a human society. These dimensions include values, traditions, customs, beliefs, lifestyles, work environment, and gender roles in indoor & outdoor and unpaid & paid jobs. Further issues include work ethics, working hours, male dominance in the decision-making process, and gender differentials in professions, salaries, rewards, bonuses, and other additional benefits influencing organizational outcomes and production (Maan et al., 2018; Hanjra et al., 2013). Similarly, another cultural factor is the marital status of both men & women, especially, of women which is a determinant of their social status and roles, including their positions as working women such as domestic workers, self-employed or paid workers outside the home, social positions at home, a social place among relatives, etc., in the Pakistani society & culture (Saleem et al., 2014). For example, a middle-aged married woman feels safer in the business & service markets and at the workplace than a young unmarried girl (Atif and Zubairi, 2018). However, again, she is not safe & secure while in the business & service market or at a workplace outside her

home. Therefore, marital and gender differentials have been crucial in influencing the business & service markets of Pakistani organizations (Ali et al., 2023). Therefore, this has been the primary focus of this research paper, which has the following objectives:

Objectives
1. To know the background characteristics (marital status & gender) of the respondents.
2. To probe the respondents regarding workers' performance in the service market.
3. To see the relationship between the workers' characteristics and performance.
4. To suggest steps to improve the workers' performance in the private service market.

Hypotheses
The following hypotheses have been designed to test the relationship between the background characteristics and workers' performance in this research paper.

H1: There is a significant relationship between marital status and workers' performance.

H2: There is a significant relationship between gender and workers' performance.

METHODOLOGY
Social Science research methodology includes procedures and tools for scientifically conducting the study (Cheema and Jamal, 2022). It is based on the research design, study population, sampling techniques, data collection & analysis procedures, and presentation of the results (Chapman, 2012; Nachmias & Nachmias, 1987). The methodology used for this study is discussed below.

Selecting Service Organizations
For this research, the city of Faisalabad was selected through purposive sampling. The list of different organizations engaged in the service market of Faisalabad was obtained by contacting the quarters concerned. The list of service organizations included 1) hotels, 2) courier companies, and 3) private colleges/schools. In the first stage, a sample of 21 organizations, 03 from each category, was chosen through convenient sampling.

Workers Sampling Procedure
In the second stage, every second worker was selected from the combined list of total workers. Finally, a sample of 300 workers was chosen using systematic random sampling. However, 40 respondents could not return the filled questionnaire; hence, a drop out from the total sample size. Ultimately, this resulted in a sample size of 260 workers completing this research.

Analysing Data
Univariate & bivariate level analyses were carried out of the collected & cleaned data. Statistical tests, namely Chi-Square and Gamma, were used to know the significance level and direction of the association between the variables. The results of the data analysis are shown and discussed below.

DATA AND INTERPRETATIONS
Firstly, a univariate analysis of the background characteristics (marital status & gender) of the workers and their performance is discussed. The interpretation of the given data is also presented. This is done to familiarize the interested reader with the primary information to understand better the analysis at the bivariate level. First, the univariate analysis of the background information (marital status & gender) of the workers and their opinions about their performance have been shown in Table 3 below.

Table 1: Distribution of the respondents as per their marital status

Marital Status	F	%
Unmarried	177	68.1
Married	83	31.9
Total	260	100.0

The information in Table 1 reveals that more than two-thirds of the respondents were unmarried, and one-third were married. Therefore, it can be interpreted that most of the workers of these service organizations were single.

Table 2: Distribution of the respondents as per their gender

Gender	F	%
Men	163	62.7
Women	97	37.3
Total	260	100.0

The data presented in Table 2 show that about two-thirds of the respondents were men, while more than one-third were women. Hence, it can be said that a majority of the respondents in this study were males.

Table 3: Distribution of the respondents as per their opinion on workers performance

Workers performance Statements	SA		A		N		DA		SDA	
	F	%	F	%	F	%	F	%	F	%
Staff committed to achieving goals	43	16.5	98	37.1	60	23.1	30	11.5	29	11.2
The business has good outreach & performance	22	8.5	69	26.5	147	56.5	13	5.0	9	3.5
Staff satisfied with Job; intend to stay	37	14.1	102	39.0	70	26.9	35	13.5	16	6.2
The business succeeded to value investment	15	5.8	76	29.2	105	40.4	44	16.9	20	7.7
The organization has formed a stability	20	7.7	80	30.8	99	38.1	40	15.4	21	8.1
Staff motivated to do the best	23	8.8	76	29.2	117	45	29	11.2	15	5.8
Accountability for low outcomes	30	11.5	92	35.4	76	29.2	36	13.8	26	10
Rules & procedures make to do well	18	6.9	90	34.6	88	33.8	39	15	25	9.6
Coworkers friends	40	15.4	69	26.5	114	43.8	19	7.3	18	6.9
Satisfied with pay	43	16.5	98	37.7	60	23.1	30	11.5	29	11.2
Good Communication	22	8.5	69	26.5	147	56.5	13	5.0	9	3.5

The information in Table 3 reveals that less than one-fifth of the respondents strongly agreed, and more than one-third agreed to their full commitment to achieving the organizational goals. Hence, it is said that most workers were fully committed to achieving the organizational goals. However, most respondents neither agreed nor disagreed that their organization has good outreach and performs well.

More than one-tenth of the respondents strongly agreed, and about two-fifths of them decided on their Job satisfaction and to stay in the organization. In other words, most employees were satisfied and wanted to stay with their employment. However, most respondents did not believe that their organization had successfully made value for each rupee invested.

The information in Table 3 further shows that most respondents were either neutral or disagreed with the statements that the organization has become stable and motivates them to do their best. Again, most workers' opinions reflected neutrality or disagreement for their accountability and that rules/procedures make them feel comfortable while doing a good job.

The data in Table 3 also reveal that most respondents remained neutral or disagreed with having friendly relationships with co-workers. At the same time, most workers said the chances of pay increase. This can be one of the most critical factors for good work performance by the staff of an organization. In contrast, most respondents showed neutrality or negated good organizational communication.

Table 4: Mean, SD, and rank order of the opinion on workers' performance

Workers – performance	Mean	SD	Rank
Good communication in organization	3.58	.99	1
Employees are satisfied and intend to stay	3.42	.87	2
Employees committed to achieving goals	3.37	.95	3
Employees friendly with co-workers	3.36	.97	4
The company's high performance & outreach	3.32	.99	5
Employees accountable for end outcomes	3.25	.80	6
Employees motivated for the best work	3.24	.94	7
The organization has formed a stability	3.15	.99	8
Rules & procedures make a good job simple	3.14	.88	9
The company's success in valuing each piece	3.08	3.08	10
Satisfied with chances for pay increase	2.57	1.3	11

The data presented in Table 4 show that good communication, workers' satisfaction, intention to stay, and commitment to achieve goals were ranked as the first, second, and third vital factors regarding workers' performance. The above ranking table reflects other factors important to workers' performance.

Measurement Scales
In social & business research, various measurement scales are used to measure the respondents' attitudes, behaviors, perceptions, opinions, and views. These scales include Semantic Differentials, Likert Scale, or Likert-type scales. These scales measure the responses on different statements designed for the purpose. The Likert Scale was used in this research to measure the workers' reactions in the service market of the various private organizations, namely hotels, couriers, and education (colleges & schools). In light of the literature and researchers' experience, several statements were developed and included in the questionnaire. However, it is an established rule internationally that no single statement can measure attitude, behavior, perceptions, opinions, views, or any other social & cultural dimension of any society & culture. It is because these socio-cultural aspects are multidimensional and present different prospects & perspectives of human civilization. Therefore, it is suggested that two or more uni-dimensional statements that depict the same idea should be combined to ensure the reliability of the measurement, hence, results.

Construction of the Index Variables
However, once again, the question is about the technique or test to be applied to combine the statements that depict the same idea and are uni-dimensional. It is good to know that the Alpha Test is available to measure the reliability of the statements being combined. This procedure involved in combining statements is known as 'Indexation,' and

the resulting variables are called Index variables. Furthermore, the variables constructed after performing the Alpha Test are called Index Variables.

Dependent Index Variable

The title of the dependent variable presented used in this research paper is "workers performance." The statements presented in Table 3 above were used for the Alpha Test. The outcome values of the Alpha Test stand between 0 and 1. The outcome value of the "workers' performance" was 8.88. Hence, it is highly reliable to be used as an index variable. Therefore, the same was used as the dependent variable in the bivariate analysis.

Independent Variables

The independent variables used in this research paper are "marital status" and "gender" of the respondents of this study. These independent variables were binary. Therefore, these were not converted into index variables for bivariate analysis, as shown below.

Bivariate Analysis: Testing of Hypotheses

Hypothesis 1: A significant relationship exists between marital status and workers' performance.

Table 5: Relationship between the marital status and work performance of the respondents

Marital Status	Workers Performance							Total	
	Low		Medium		High				
Unmarried	33	18.6%	61	34.5%	83	46.9%	177	100.0%
Married	23	27.7%	35	42.2%	25	30.1%	83	100.0%
Total	56	21.5%	96	36.9%	108	415%	260	1000%

Chi Square=6.89, D.F.=2, Significance=0.032*, Gamma= .279

The information given in Table 5 shows a significant and negative relationship between marital status and workers' performance. Therefore, the hypothesis 1 is accepted. The negative value of the Gamma Test is interesting and logical. It is because the unmarried workers of an organization are comparatively young and energetic and can afford more time, hard work, and more significant commitment to their work. Therefore, these have better work performance than married workers.

Hypothesis 2: There is a significant relationship between gender and workers' performance.

Table 6: Relationship between the gender and workers performance

Gender	Workers Performance							Total	
	Low		Medium		High				
Men	26	16.0%	64	39.3%	73	44.8%	163	100.0%
Women	30	30.9%	32	33.0%	35	36.1%	97	100.0%
Total	56	21.5%	96	36.9%	108	415%	260	1000%

Chi Square=8.09, D.F. =2, Significance=0.018*, Gamma= .236

The data in Table 6 show a significant and positive relationship between gender and workers' performance. Therefore, the hypothesis 2 is also accepted. In other words, the men worked better than the women workers. The underlying factors can be traced from the sociological perspective of Pakistani culture. This is because women are rarely rated as better workers performing well at their workplace. Therefore, women are lower-paid than men. Furthermore, women face several problems at home, during traveling for work, and at the workplace. These and other gender issues affect their capability, effort, struggle, potential, attention, devotion, passion & commitment, and, ultimately, performance.

CONCLUSION

The Sociological factors (marital status & gender) are essential in implicating different aspects of human life and activities. Therefore, both these factors were used as independent variables affecting the worker's performance (dependent variable) in the study. A combination of the probability & non-probability sampling techniques was used for the sample selection for data collection. An alpha test was applied to see the statements' reliability in measuring the dependent variable (workers' performance). The data were analyzed at the univariate & bivariate levels. The results of the univariate analysis show, first, that the performance of the unmarried workers working in the service market of the private service organizations was better than that of the married workers, and second, the performance of the male workers was also better than the women workers. As the dependent variable 'workers-performance was ordinal, the newly constructed 'Dependent Index variables' were used in the bivariate analysis. A significant relationship was found between the independent and dependent variables. The explanation of these findings can be traced to the social, cultural, and psychological dimensions of the living patterns and work styles of family life in Pakistani society. It is because these patterns and styles are expected to prevail in different ways through thoughts and practical happenings. There is a strong need to improve the status of women in the Pakistani culture & social setup, both in their homes and workplaces.

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