

Gender Perceptions towards Diversity Management Practices in the Public Sector

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Abstract

This study aims to examine the differences in the perception of male and female employees towards diversity management and their work outcomes in a highly male-dominated culture in the Public Sector. A quantitative survey of 114 public sector employees was analysed using structural equation modelling. Overall, the findings reveal that diversity management has a positive and significant impact on both genders' work outcomes of affective commitment, organisational commitment, job satisfaction, work group performance and inclusiveness of organisational culture. However, the male employees reported lower levels of organisational commitment than the female employees. This study highlights key suggestions for policymakers and public managers, such as diversity strategy, top leadership commitment, diversity training programs, team bonding exercises, strengthening of family-friendly programs and other suggestions. The theoretical contribution of this research is the integration of representative bureaucracy theory, commitment management theory and social cognitive theory for a robust argument for diversity management in the public sector. Studies on gender perceptions in developing small island countries are rare. This study is the first of its kind in the subject country. It identifies the distinct gender norms in society and the role of diversity management.

Keywords: Developing country, Diversity Management, Gender perceptions, Male-dominated culture, Public sector

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