

Examining Gender Disparity Issues and Their Influence on Employee Turnover in the Health Sector

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Abstract: Globally, research findings in workplaces of different industries have revealed a significant gender disparity in staff commitment and performance. The administrative design used for procedures and operational processes often causes health professionals to unintentionally adopt stereotypical routines or habits that divide males and females. This study explores gender imbalance and staff turnover issues in the healthcare sector based on this supposition. 4541 individuals, including managers and operational-level staff from the chosen healthcare facilities in the industry, participated in the study, which used a descriptive survey design for its analysis. Freud and William's formula, which yielded a sample size of 233 with a 10% margin of error from the population, is thus used. A series of questionnaires was utilised to collect the data, and regression analysis was employed to look at the outcomes. The findings demonstrated that gender disparities in the health sector had a statistically significant and positive impact on employee turnover. Thus, it is concluded that gender inequality significantly affects the sector's viability and production, in addition to employee turnover intentions.

Keywords: Conflict theory, Employee turnover, Gender disparities, Health sector, Intentions, Productivity.

Introduction

The socially constructed differences between men and women are referred to as "gender". Gender differences in this context are socially created, and they significantly affect all facets of human activity, as noticed and seemingly agreed upon by scholars, decision-makers, and practitioners. Research findings globally, especially amongst workplaces of different industries, have revealed a significant gender disparity in staff commitment and performance. Empirical outcomes have indicated that in the banking sector, female staff outperform their male counterparts (Parajuli & Thapa, 2017; Khwaileh & Zaza, 2010). Even so, Ghazvini and Khajehpour (2011) contended in their study that gender imbalance in the educational sector advantages male employees and places them in a position to have stronger cognitive capacity and functioning. According to Wangu (2014), women will probably be more involved and adaptable at work over time and in a variety of settings. Males are more productive than females, according to the same study that was done among Kenyan educational sector employees. However, Nwadinobi, Etele, Monyei, and Ukpere (2024) and Goni, Yaganawali, Ali, and Bularafa (2015) did not identify a significant gender difference in academic effectiveness in their study of higher education institutions' workforces. Gender disparity in the health and medical profession is also a result of the instructional design utilised during the practice and operations phase, according to studies. Health professionals occasionally tend to unintentionally embrace gender-segregating routines or behaviours (Onyekwelu, Okoro, Nwaise & Monyei, 2022). It is assumed that gender inequality is still blatantly visible in the majority of emerging economies where patriarchy still predominates in many facets of human endeavour. This discrepancy is said to be caused by political situations and religious, cultural, and traditional views. Consequently, the gender gap is substantial across all domains of national development. Women in these areas typically have low social standing, according to Orabi (2007)

and Dayioglu and Turut (2007). This is caused by the general poverty in these economies as well as the gender-based distribution of power and resources in the home and in society at large. According to Obi-Anike, Igwe, Monyei, and Kelvin-Iloafu (2023), women in these regions have, for the most part, been unable to actively participate in developmental endeavours because of their exclusion, poor health, poverty, historically conservative attitudes towards them, and limited access to information, technology, and productive resources. Discrimination against any gender in the workplace context is claimed to begin right from the recruitment phase. Often, employers are keen on workforces that have the least intention or tendencies towards turnover. Staff turnover has been a significant issue for many businesses throughout the world in recent years, according to Loudon (2012) and Al-Suraihi, Samikon, Al-Suraihi, and Ibrahim (2021). The competitive nature of today's healthcare and service delivery industries has made studies on employee turnover intentions a significant worry for a long time (Belete, 2018; Alias, Ismail, Othman, & Koe, 2018). In contemporary times, the phenomenon of turnover has become a persistent challenge facing the health sector, not only in the aspect of losing top or outstanding personnel but also ultimately impacting negatively on the sector's performance and quest for consistency (Smith, 2018; Alkahtani, 2015). Administrators in the health sector must thus prioritise keeping important, talented professionals on staff since they are thought to be critical to the long-term survival and general profitability of the company (Al Mamun & Hasan, 2017). Additionally, managing an organisation has always been impacted by personnel turnover. In addition to the issue of lost productive labour—the time lapse between the employee's resignation and the company finding a successor—there are consequences of turnover that would directly affect the expenses of hiring a replacement. There is the issue of lost productive periods while departing staff leave and limited or reduced productivity on the part of the new hire while learning the job's requirements and desired goals (Schlechter, Syce & Bussin, 2016). The turnover rate survey, according to Al-suraihi, Wahab, and Al-suraihi (2020), indicates that about 49% of businesses in developing nations documented employee turnover in 2015. Furthermore, according to a recent survey, Malaysia's 2015 employee turnover rate was 10.0% for the hospital industry, 11% for the educational sector, 7% for the health and medical sector, and an astounding 50% for the financial sector (Al-Suraihi et al., 2021). High turnover rates show how difficult it is to retain employees. What matters most, though, are the factors that are driving this employee behaviour. Notably, there is still a significant issue of gender inequality in workplaces and industries, which is influencing employee turnover intentions and tendencies and affecting productivity, even despite strict policies and measures implemented by administrators and civil society sectors to ensure gender equality in the workplace (Goni et al., 2015). Studies on gender differences and their effects on employee and company performance are extremely few. The extant literature has also failed to address pertinent issues on gender disparities in the health sector, such as whether gender matters, whether gender impacts workforce and healthcare delivery, and what influence the environment has on gender disparity. It, therefore, necessitates this inquiry on gender disparity and the turnover tendencies of employees in the health sector, with empirical data from the Enugu metropolis, South-eastern Nigeria.

This paper is organised as follows. The pertinent literature is reviewed in Section 2. The approach utilised to carry out an empirical study on gender disparities and employees' plans to leave the banking industry is examined in Section 3. The results of the data collection, analysis, and presentation are summarised in Section 4. In contrast, the research findings are discussed in Section 5. Section 6 concludes by outlining the investigation's limits, policy consequences, and final viewpoint.

Review of Related Literature

Karl Marx's Conflict Theory

Karl Marx's conflict theory serves as the foundation for this study. Inequality of people and social groups in society on an economic, social, and political level is the main focus of this sociological theory. The idea clarifies the power disparities and material dialectics in society. Marx (1859) asserted that the ruling class and the subject class are the two classes that make up society. A conflict of interest results from the unequal relationship between the ruling classes and the subjects. Marx went on to say that class is a collection of people who have similar financial opportunities and, thus, hold similar positions in the market economy. Crossman (2014) asserted, citing Marx's ideas, that conflict theory clarifies how power and coercion contribute to the formation of social order. Domination of power by individuals with significant political and financial clout in the community upholds social order. Inequality results from the active defence of positions and assets by those with

disproportionate wealth, which leaves the subject class (grassroots) without a sufficient share of the resources. They are, therefore, always trying to modify the system to gain access to the resources. According to Oudeh (2014), changes in needs, wants, or expectations in any workplace might lead to inequalities, conflict, or turnover intentions. As a result, people and groups in industries like healthcare are likely to have different requirements, wants, and expectations. Juxtaposing this theory's propositions into the study, it holds that the health sector's stakeholders oftentimes disagree over gender employment ratio, resource control, and power control systems in the work environment. Conflicting interests result from these interests and conflicts over accessible or scarce resources, which develop disdain for the industry. The main problem is that different stakeholders have varying opinions and interests on how to create, distribute, or use resources in the health sector. Monyei, Ezinwa, Agbaeze, Ukpere, Ugbam and Ndu (2023), and Crossman (2014) claim that usually, the disagreement starts from the point where stakeholders (employees) request equal employment opportunity, gender parity, improved welfare packages and favourable working conditions. While these demands are overlooked or declined, however, greater expectations are rather deemed by the employers of the employees to perform at optimum levels regardless. In buttressing, this situation Marx in 1859 stated that the elites/administrators earn and ensure profitability through the exploitation of their subordinates, about greater outputs and less pay. Rendering from this standpoint, conflict concerning gender disparity in the sector becomes inevitable, as the inter-relational existence of employees are determined to a large extent by the fairness they receive, which avails them the disposition to function/work in accordance to set objectives.

Gender Disparity

Gender orientation predisposition happens due to individual esteem, perceptions and conventional perspectives about men and women. The topic of sexual orientation predisposition is typically brought up about women experiencing employment segregation (Monyei et al., 2023; Mayhew, 2016). Despite the need for equal opportunity for men and women in many nations, there are still significant gender orientation disparities in competitive high-level positions. Gneezy, Niederle and Rustichini (2003) state that the main cause of the gender wage gap is the predominance of men in high-profile occupations. In a broad informative index of American companies, for instance, Bertrand and Hallock (2001) found that of the top 5 CEOs with the highest salary, 2.5% are women (Blau & Kahn, 2000). The likelihood of women quitting their jobs is an intriguing but crucial subject concerning gender differences in the workplace. According to Sousa-Poza and Sousa-Poza (2007), the results are startling because of the gender-sloped differences in employment transferability. As such, influencers of this likelihood hinge on advancement possibilities, growth in human assets, and income earnings (Lyness & Judiesch, 2001). The various endeavours to clarify this reality can be grouped into two general classifications. The principal clarification lies in gender inequalities in capacities or preferences, henceforth in word-related self-selection (Gneezy et al., 2003). Men and women with similar interests and abilities are treated differently as a result of job discrimination, as highlighted in the second argument (Black & Straham, 2001). However, Parajuli & Thapa (2017) claim that most global Women-Friendly Workplace Campaigns clarify that sex or gender discrimination is treating people characteristically in their workplace. If an individual has been turned down for employment, contract terminated, or generally mistreated at work, given their sex or gender, that point becomes sex or gender discrimination. Gender disparity implies unequal treatment of any gender. Women are most generally the subject of gender disparity in the workplace (Nwadinobi et al., 2024; Gneezy et al., 2003).

Turnover

Tiwari (2015) portrays employee turnover as a vital factor for human resource administration. One of the most important topics among academic scholars is how to better anticipate and manage turnover. To run a creative and economical business, the company needs to concentrate on keeping its staff and lowering turnover. Generally speaking, high turnover means that employees are leaving the company because they are dissatisfied with their jobs. Other employees suffer from this as well, and they may decide to quit their jobs as a result (Louden, 2012). Employee turnover has a substantial effect on the products' value and increases the expense of recruiting new staff and replacing current ones (both in terms of training and onboarding). As a result, it increases the organisation's capacity and profitability. According to many analysts, a high employee turnover rate also results in a loss of revenue. High turnover rates also cause uncertainty among employees, and new hires typically struggle to get client affirmation (Carbery, Garavan, O'Brien & McDonnell, 2003).

Employee Retention Strategies to Curb Turnover Intentions

The initial steps in retaining employees are interviewing, selecting, and employing (Schreiber, 2002). Preventing the industry from losing competent and skilled people is the main objective of the employee retention strategy (James & Mathew, 2012). Several strategies need to be taken into account to raise the worker retention rate. Setting recruitment strategies as a top priority and offering better training are two examples that can help achieve positive results. The impact of low staff retention can be observed in several general ways, and the figure shows many strategies to boost organisational commitment and work satisfaction. The framework addresses a range of corporate and organisational traits, such as low skill requirements, unsociable working hours, poor compensation, and so on, that affect work-life balance and individual employee aspects. Increasing organisational and quality efforts, such as better hiring practices, training, appropriate education, job fit, and work-life balance for employees, can boost the company's productivity and employee retention rate in the future (Deery, 2008).

Empirical Insight

Collins and Ponniah (2014) investigated how employee demographics affected retention and turnover in micro, small, and medium-sized business development (MSMEs). A survey design was used for the investigation. The study's particular goals are to determine the detrimental consequences of important staff leaving MSMEs on their own volition, examine the connections between demographic traits and employee retention, and look into the main factors that influence employee retention in MSMEs. A structured questionnaire was used to collect data from primary sources. Using regression analysis and chi-square analysis, the study variables were examined. According to the study, there is a high correlation between retention variables and several demographic traits. For MSMEs, the voluntary departure of important personnel has several negative effects, such as decreased profitability and productivity. The study concluded that some tactics that can assist in reducing the turnover rate include raising job satisfaction, offering a positive work environment and possibilities for career advancement, and boosting recognition and awards. According to the study, tactics or interventions could improve retention. Therefore, MSMEs should improve their HR practices because they have the potential to retain their employees over time. When developing their plan, MSMEs should keep a close eye on the turnover rate since losing a skilled employee means losing a valued employee and because hiring, training, and general administration expenses are incurred, eventually preventing the growth and profitability of MSMEs. MSMEs should also value their workforce since their group of committed and effective workers is essential to their success.

Using data from the University of Botswana, Fako, Moeng, and Forchheh (2009) examined gender differences in university employees' job satisfaction. A survey design was employed to perform the investigation. Finding out how much male and female university workers differed in several traits and attitudes, as well as how satisfied they were with the kind of work they did, was one of the explicit goals. Another was to find possible reasons why these differences might exist. The data was collected from sources. Using chi-square analysis, the gathered data was analysed. The study found that a range of negative work experiences, such as gender discrimination, racism and tribalism, nepotism, and favouritism, contributed to the differences in job satisfaction between men and women, in addition to stressors from the immediate supervisor, demands from personal life, and household responsibilities. Women were less satisfied than men as a result of these unpleasant encounters. According to the survey, there are differences between male and female employees in a number of areas that impact employee happiness, including citizenship, age, marital status, and years of service with the company. However, no conclusions or recommendations are made by the study.

In 2024, Nwadinobi, Etele, Monyei, and Ukpere investigated how undergraduate students' academic performance differed by gender at universities. The conceptual study used an experimental design to examine how gender differences affect undergraduates' performance in the classroom. It was predicated on the idea that, although there are comprehensive studies on gender differences, they have mostly focused on factors like performance, career progression, or family businesses, with little to no attention paid to classroom outcomes, particularly when it comes to undergraduates at higher education institutions. Therefore, the conclusions and inferences drawn from the study were based on data from the literature. Results show that gender differences have a significant impact on undergraduate students' classroom performance in higher education institutions. As gender roles continue to be fundamental to undergraduates' academic performance and personal development, the

reality of modern education demands a comprehensive understanding and a direct strategy for tackling them in classroom outcomes.

In the private sector, Ugwu, Ndugbu, Okoroji, and Kalu (2014) looked into how organisational politics affected employee performance and turnover rates. Both primary and secondary sources of data were used. Methods of classification were used in the data analysis. Good political behaviour boosts organisational effectiveness and employee performance, while bad political behaviour has the reverse effect, according to the study's findings. The results of the study show that good political conduct improves employees' performance, productivity, and status as superiors or subordinates. Every political manoeuvre should be controlled within appropriate limitations, according to the study's recommendations. Again, the authors suggest the following seven strategies: removing candidates who are too political from the hiring process; implementing an open-book management system to monitor employee behaviour; preventing the politicisation of all employees' periodic financial and accounting statements; establishing formal grievance and conflict resolution procedures; publicly recognising and rewarding employees who achieve quantifiable results without engaging in political games; establishing a disciplinary committee and apprehending defaulters to serve as a deterrent for others to follow; and using a sensitive analysis approach to track and monitor any unusual behaviour of employees in the workplace.

Summary of the Reviewed Related Literature

This research work narrates the conceptual review of the influence of gender disparity on employee turnover in selected healthcare institutions in the Enugu metropolis, Nigeria. The Meaning of the basic research constructs and concepts was examined. Karl Marx's Conflict theory, which underpinned the study, was also evaluated, pointing out that disparity in any organisational setup is a universal conflict phenomenon and is the catalyst for change. An empirical evaluation of prior studies was done based on the research objective. It is thus worthy of note, however, that most of the reviewed literature was centred on other aspects of gender disparity and employee turnover, neglecting the outcome from such construct variables, industry and geographical scopes. As such, the findings or outcomes of such inquiry are limited in terms of applicability. Therefore, it is important to establish the actual situation as it concerns this present study's scope. This is the research gap to be bridged in this current study.

Materials and Methods

A descriptive research methodology was employed in this investigation. The Nigerian Army 82 Division Hospital, the University of Nigeria Teaching Hospital, the National Orthopaedic Hospital, the Neuropsychiatric Hospital, and the Police Clinic, all located in the Nigerian city of Enugu, provided management and operational personnel for the study, which included 4541 participants. They were chosen because of their years of experience in the medical field and the fact that they had a varied staff. A sample size of 233 was established using the formula developed by Freud and William. 223 of the 233 questionnaires that were delivered were correctly filled out and returned. Bowley's formula-based proportionate stratified sampling approach was used to provide an accurate representation of the designated banks. The respondents were given a questionnaire with a 5-point Likert scale to complete to gather data. Using content validity, five (5) management specialists from academic institutions and the healthcare industry assessed the instrument's validity. The dependability of the instrument was confirmed using Cronbach's alpha, and the results indicated that it was highly reliable, with a coefficient of 0.973. Given its ability to assess data produced using ordinal scales and its ability to show an inter-relationship between observable and latent variables, regression analysis was deemed adequate for the study of the collected data. The final rule of research analytics is to reject H_0 if the p-value is less than 0.5 and accept H_0 if the p-value is more than 0.05.

Results

The results of the data collection, analyses, and presentation are summarised in this section.

Table 1: Distribution and Collection of the Survey

Banks	No. Distributed		No. Returned		No. Not Returned	
	Mgt. staff	Optnl. staff	Mgt. staff	Optnl. staff	Mgt. staff	Optnl. staff
University of Nigeria Teaching Hospital	47	90	44	88	3	2
National Orthopaedic Hospital	15	31	15	29	-	2
Neuropsychiatric Hospital	8	21	8	19	-	2
Nigerian Army 82 Division Hospital	4	12	4	11	-	1
Police Clinic	1	4	1	4	-	-
Total	75	158	72	151	3	7
Grand Total	233		223		10	

Source: Authors' Fieldwork, 2025.

Table 1: Outcome of the Survey

Table 1 shows that out of the 233 questionnaires that were distributed, 223 (96%) were returned, 10 (4%) were not, and 0 copies were discarded.

Descriptive Evaluation of Research Objective and Hypotheses

Research Objective: To investigate the degree to which employee turnover in the health sector is impacted by gender disparity.

Table 2: Responses regarding staff's gender composition affecting employee retention tendencies in the health sector in Enugu metropolis, Nigeria

	The University of Nigeria Teaching Hospital		National Orthopaedic Hospital		Neuropsychiatric Hospital		Nigerian Army 82 Division Hospital		Police Clinic		Freq.	Percentage (%)
Rating	Mgt. staff	Opt. staff	Mgt. staff	Opt. staff	Mgt. staff	Opt. staff	Mgt. staff	Opt. staff	Mgt. staff	Opt. staff		
S. Agree	15	20	1	2		2		2			42	19
Agree	10	30	2	7		5		3		2	59	27
Undecided	4	9		5	2	2	4		1		27	12
S. Disagree	10	15	10	10	5	6		5		2	63	28
Disagree	5	14	2	5	1	4		1			32	14
Total	44	88	15	29	8	19	4	11	1	4	223	100

Source: Researcher's Field Survey, 2025.

Table 2 reveals that 42 respondents (19%) and 59 respondents (27%) highly agreed and agreed, respectively, that the gender makeup of the workforce influences retention trends in Enugu city's health sector. 27(12%) were undecided while 63(28%) and 32(14%) strongly disagree and disagree respectively with this statement.

Table 3: Responses in line with gender being a factor that impacts staff placement and advancement in the health sector in Enugu metropolis, Nigeria

	The University of Nigeria Teaching Hospital		National Orthopaedic Hospital		Neuropsychiatric Hospital		Nigerian Army 82 Division Hospital		Police Clinic		Freq.	Percentage (%)
Rating	Mgt. staff	Opt. staff	Mgt. staff	Opt. staff	Mgt. staff	Opt. staff	Mgt. staff	Opt. staff	Mgt. staff	Opt. staff		
S. Agree	2	15		7		2		2		1	29	13
Agree	3	10	1	2		3	1	2			22	10
Undecided	15	15	6	5	8	1	2				52	23
S. Disagree	20	23	5	8		7		5	1		69	31
Disagree	4	25	3	7		6	1	2		3	51	23
Total	44	88	15	29	8	19	4	11	1	4	223	100

Source: Researcher's Field Survey, 2025.

Table 3 shows that 29 respondents (13%) and 22 respondents (10%) strongly agreed and agreed, respectively, that gender affects advancement and staff placement in the health sector of Enugu City. Of those who responded to this statement, 51 (23%) disagreed and 69 (31%) strongly disagreed, while 52 (23%) were unsure.

Study Hypotheses

H₀: Gender disparity does not significantly impact employee turnover in the health sector in Enugu metropolis, Nigeria.

H₁: Gender disparity significantly impacts employee turnover in the health sector in Enugu metropolis, Nigeria.

To test these hypotheses, Regression analysis was utilised. It was implied that the presence of gender disparity would significantly impact employee turnover in the health sector of Enugu State, Nigeria.

Table 4: Summary^b

	R	R Square	Adjusted Square	R	Std. Error of the Estimate	Durbin-Watson
1	.674 ^a	.455	.442		.79769	.379

a. Predictors: (Constant) Gender disparity

b. Dependent Variable: Employee turnover

Table 5: Coefficients^a

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-8.650	2.057		-4.205	.000
Gender disparity	2.475	.418	.674	5.917	.000

R = .674

R² = .455

F = 35.007

T = 5.917

DW = .379

Regression sum of squares = 22.275

Residual sum of squares = 26.725

Std. Error of the Estimate = .79769

Interpretation

R stands for the degree of correlation between the independent variable (gender disparity) and the dependent variable (employee turnover). With the coefficient of determination, or R square, explaining 45.5% of the variance in employee turnover, the correlation coefficient, which has a value of 0.674, shows a substantial positive link between gender inequality and employee turnover. With a value of 0.798, the estimate's error is minimal according to the regression statistics. There is autocorrelation, as indicated by the Durbin-Watson value of 0.379, which is less than 2. A statistically significant ($t = 7.920$) weak correlation between gender inequality and employee turnover is indicated by a gender inequality of 0.445. Consequently, the null hypothesis is rejected and the alternative hypothesis is accepted. This suggests that employee turnover and gender difference are significantly and favourably correlated.

Discussion of the Findings

The study's Hypotheses were evaluated using regression analysis to determine the effect of gender disparity on employee turnover in the health sector. The results showed that gender disparities had a significant impact on employee turnover in the health sector in Enugu State, Nigeria ($r = 0.674$; $F = 35.007$; $t = 5.917$; $p < 0.05$). The findings of this study are in line with research that looked at gender disparity in job satisfaction among university employees in Botswana and Nigeria in 2009 by Fako, Moeng, and Forchheh and in 2024 by Nwadinobi et al. The survey indicates that there are differences between male and female employees on a number of factors that impact employee satisfaction, such as citizenship, years of service at the company, age, and marital status. Furthermore, Obi-Anike et al. (2023) investigated talent engagement and skill acquisition as sustainability variables for safety net programmes and poverty eradication. Discovered that different turnover paths are affected differently by the extent of talent engagement. Collins and Ponniah's (2014) findings that retention factors are highly correlated with various demographic indicators are also supported by this study. Highlighting the negative effects of key personnel leaving of their own volition, including decreased profitability and productivity. However, using panel data, Clark (1997) found that age, occupation, and educational attainment all had an impact on the gender gap in job satisfaction, and that women's job satisfaction was significantly higher even after controlling for a number of other variables. After controlling for certain factors, Sousa-Poza and Sousa-Poza (2000) found that gender differences in job satisfaction were only significant in the US, UK, and Switzerland out of 21 countries they studied. After adjusting for dedication and possibilities for career progression, Mueller and Wallace (1996) examined justice and the paradox of the satisfied female employee and discovered no discernible gender disparities in overall job satisfaction.

Conclusion

There is no doubt that gender disparity in the workplace is a growing challenge for employers and is an unavoidable part of the organisational setup. However, how such disparity is managed will determine whether there is a positive expected outcome or a damaging result for both staff and the firm. This is due to individual differences and being oftentimes incapable of fully engaging and committing to a workplace that offers less than their expectation. This study has revealed the outcome of the influence of gender disparity on employee turnover. In the area of staff's gender composition affecting employee retention tendencies, gender is a factor that impacts staff placement and advancement. The respondents are stakeholders of the health sector and have agreed and strongly agreed to these propositions. It is, therefore, concluded that the influence of gender disparity in the health sector is evidenced by the growing rate of employee turnover in the Enugu metropolis, Nigeria.

The study offers a policy recommendation in light of this conclusion:

- To promote stronger commitment and guarantee employee longevity in the workplace, management in the health sector must make sure that managers treat men and women equally when it comes to hiring, retention, placement, and career progression prospects.

Limitations and Avenues for Future Research

We outline the limitations that were encountered throughout this examination, how they were addressed, and their foundation as a potential area of future research. The time constraints of the respondents, who believed that answering the survey would require disclosing private medical

records and business information, are among the study's most notable drawbacks. In response, the Department of Management's Ethics Committee at the University of Nigeria in Nsukka, Nigeria, provided an official attachment letter attesting to the fact that the activity was entirely academic. Thus, after offering our small contribution, we suggest a direction for further study. The study's findings have shed light on gender disparity and highlighted important tactics for fostering diversity and reducing healthcare employees' intent to leave. Future studies should examine gender inequality from the perspective of the fourth industrial revolution (4IR) and its overall impact on the productivity of the hospitality and/or medical industries.

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