

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Human capital is the organization's resource that cannot be duplicated by other organisations. The human capital comes from a pool of workforce that brings diverse skills, backgrounds and experiences all of which contribute to the success of an organisation. For organisations to attract a broader talent pool of employees, they need to embrace an organisational culture of workforce diversity. This will lead to an enhanced corporate reputation and strengthened cultural values. According to Childs (2021), workforce diversity is a global workplace and marketplace phenomenon. Therefore, any business that intends to be successful must have a borderless view and an underlying commitment to ensuring that age and gender diversity are part of its day-to-day business conduct. Workforce diversity includes, but is not limited to: age, ethnicity, ancestry, gender, physical abilities/qualities, race, sexual orientation, educational background, geographical location, income, marital status, military experience, religious beliefs, parental status, and work experience (Srivastava & Agarwal, 2022). In 1991, Zambia enacted a new set of laws, which sought to break the culture of gender bias at the work place in public sector in order to institutionalize professionalism and positive diversity attributes in these organisations. However, the report published by Mensi-Klarbach et al. (2020) shows that despite the adoption of the legislation by public institutions, the impact of the diversity programs at the organisation level still needed to be identified since these programs are executed deliberately by human resource managers, and may have varied adaptations and unintended consequences.

Diversity has received increased interest in modern times, and while everyone seems to be talking about it, there doesn't appear to be much actual progress. It includes differences or variations between people based on ethnicity, age, race, belief, sexual orientation, socioeconomic grouping, gender, and abilities/incapacity. It raises important ethical concerns as well as social representative issues. The current competitive global environment presents numerous significant tests for gaining a competitive advantage by increasing

competence, excellence, originality, and sensitivity in the management of a diverse citizenry. As Thomas and Schuler (2020) point out, diversity is essential for capitalizing on the talents of individuals from diverse backgrounds; their differences deepen, expand, and provide a competitive advantage. As a result, countries seeking to improve their national development and competitiveness.

Interestingly, despite the fact that there has been much talk about it, not much appears to have been seen in terms of making legitimate progress by effectively ensuring gender balance in Nigeria, despite the fact that the last two decades have seen various contributions in gender diversity seminars.

Ugwulebo (2021) and Halkias (2020) validate that when diverse perspectives and perceptions are included in a shared pool of knowledge, more innovative problem solving and superior decision-making occur. As a result, countries that fail to diversify their leadership teams, particularly in terms of gender, risk losing the war for talent. Creating a gender diverse national management team requires deliberate, ongoing effort.

According to Bhatia (2021), there are other sources of diversity such as political affiliation, levels of ability, personality, socio-economic background of individuals, membership or non-membership of unions, period and nature of employment, and work style. All these indicate that human beings are different individuals with unique capacities. Employees, therefore, work together for organisations but they maintain their distinct identities, diverse cultures, languages and lifestyles. With the advent of the Internet and the Worldwide Web, the concept of a global village underscored the need for organisations to promote workforce diversity in order to reach the global markets (Madiha et al., 2020). Organisations hire employees from diverse cultures, values and styles. While employees expect returns from the organisation, their effective performance is significant for its success. It is, therefore, important to consider the effect of diversity on employee output. Gender and age could present tremendous challenges as well as opportunities to the organisation in terms of effective management. The following are some of the challenges that gender and age diversity could present to an organisation; individual versus group

fairness, resistance to change, resentment, group cohesiveness and interpersonal conflict, segmented communication networks, backlash and competition for opportunities (Madiha et al., 2020). It is, therefore, important to understand the impact of gender/age on organisational outcomes, such as organisational performance, employee satisfaction, and labour turnover (Sungjoo& Rainey, 2020).

Loden and Rosener (2022) perceive it as the mass individual dissimilarities and similarities that exist between people. Diversity involves dissimilarities or variations between individuals arising from ethnicity, age, race, belief, sexual alignment, socio-economic grouping, gender, and abilities/incapacities.

1.2 Statement of the Problem

According to 2006 National Population and Housing Census, Nigeria's population was 140.4 million (FGN, 2022). One of the issues that are likely to agitate the shrewd mind is the distribution of this work force in terms of age, sex and other demographic characteristics. The focus of this study is more on the sex distribution. Women constitute about half of the population of the Nigerian State and are known to play vital roles as mothers, producers, managers, community developers/organizers etc. Their contribution to the social and economic development of societies is also more than half as compared to that of men by virtue of their dual roles in the productive and reproductive spheres.

Despite some progress over the last few decades, gender equality in employment opportunity remains an elusive goal in all societies. Women continue to face disadvantage and discrimination in all areas of economic life. Nevertheless, while one should not assume that all women want to work, it is safe to say that women want to be given the same freedom as men to choose to work if they want to; and if they do choose to work, they should have the same chance of finding decent jobs as men. In order to avert there challenges, the study will investigate the effect of gender diversity on employment opportunity in Nigerian.

1.3 Research Questions

- i. How does diversity training programs impact employee satisfaction and engagement within organizations?
- ii. What is the relationship between inclusive recruitment practices and organizational performance metrics such as profitability and market share?
- iii. In what ways does leadership commitment to diversity influence innovation and creativity in the workplace?

1.4 Objectives of the Study

The main objective of this study is to determine the effect of diversity management on organization performance using Kam- wire industry as a case study.

The specific objectives however are:

- i. To assess how diversity training programs affect employee satisfaction and engagement within organizations.
- ii. To investigate the relationship between inclusive recruitment strategies and key organizational performance metrics, such as profitability and market share..
- iii. To Explore how leadership commitment to diversity initiatives influences innovation and creativity in the workplace.

1.5 Research Hypothesis

The following hypothesis was generated for the study:

H₁ Diversity training programs positively influence employee satisfaction and engagement.

H₂ Inclusive recruitment practices are positively correlated with organizational performance metrics, such as profitability and market share.

H₃ Leadership commitment to diversity initiatives enhances innovation and creativity within the organization.

1.6 Significance of the Study

The study will be of significance to different institutions because it will reveal the effect of gender diversity on employment opportunity, which may as well lead to high performance. The findings will be of significance to the employers and employees because it will show the clarity of job roles in order to increase the commitment and satisfaction level of the employees and also to achieve high performance level.

The significance of the study was the provision of knowledge and skills to the researcher and gained skills of doing research and came to know the relationship between variables which was under study. Also, to help the government understand the importance of managing diversity and employment opportunity.

1.7 Scope of the Study

The scope of the study covers employees at Kam Wire Industry, Ilorin, Kwara State. The study examines the relationship between gender diversity and employment opportunity in a sample of Kam Wire Industry in Ilorin metropolitan area. The relationship between these variables will be tested and measured in Kam Wire Industry, Ilorin State. The study will focus on the staff of Organization in Kam Wire Industry, in Ilorin

1.8: Definition of the Terms

The following terms and definition are provided to avoid ambiguities in understanding this research work:

Diversity: involves dissimilarities or variations between individuals arising from ethnicity, age, race, belief, sexual alignment, socio-economic grouping, gender, and abilities/incapacities.

Gender Wage Disparities: involve the comparative variances in the normal gross incomes of males and females in an economy.

Discrimination: is defined as “any distinction, exclusion or preference made on the basis of race, colour, sex, religion, political opinion, national extraction or social origin, which has the effect of nullifying or impairing equality of opportunity or treatment in employment or occupation.

Employee: An individual who works part time or fulltime under a contract of employment whether oral or written, express or implied, and has recognized rights and duties.

Organization: is defined as basically a structure for carrying out a particular social activity on a regular basis.

Gender wage disparities: involve the comparative variances in the normal gross incomes of males and females in an economy.

CHAPTER TWO

Literature Review

2.1 Introduction

This chapter examines the relevant literatures on the topic at hand, gender management and organization performance. Essentially, the chapter is intended to narrow the range of facts to be studied and define things that are relevant, and thus to examine the various perspectives that have been used in the past by various researchers, scholars, and authors to explain the terms in this study.

2.2 Conceptual Clarifications

2.2.1 Diversity Management

Diversity in an organizational set-up means having diverse employees working together for a purpose. Diverse employees mean people with different gender, race, age, ethnic group, religion, citizenship, and sexual orientation, physical and mental condition. Diversity management is a business strategy whereby organizations use best practices to achieve a diverse and inclusive work place (Carnevale and Stone 1994). Diversity in an organization invite employees from diversified areas having different religion, culture, skills, education, attitude, ethics and communication, employing diversified employees will help in solving problems related to communications and skills availability in organizations. Environment of inclusion is required for Diversity management such that there is a feeling of appropriate participation in the organization by using their (employees) unique qualities. There is a need to understand the backgrounds and attitude of the employees and how decision making in diverse environment get effected by their behavior and beliefs in order to manage diversity effectively at the work place. In Brickson (2000) mention that diversified employees meeting the requirements of changing environment. In Horwitz (2005) state that proper management of diversity at workplace helps in reduction of all the problems and grievances and help in increasing creativity, opportunity. Bizri (2017) Diversity Management have positive impact on employees' feelings which will result in engagement at work and affective commitment to the organization, which in result bring out that employees will be

positively impacted. In hospitality industry where a number of diversified employees work together their learning mechanism becomes stronger. Diversified employees' lots of learning opportunities with them, learning organization helps in overall development of employees (Hossain et al. 2020). Study conducted by Md Sazzad reveals that learning organization is a critical element in any organization which needs to pay higher attention, as through learning mechanism organization avails many opportunities and overcomes its challenges. Nemeth (1986), talks about valuing diversity which helps in increasing awareness about diversity. A process known as harmonizing diversity has been started which helps Managers to manage diversity properly (Avery 2003). Compare diversity programs efforts to long term efforts as they help in making organization more relevant to diverse environment by formulating proper diversity management policies and practices. He mentions that there is a need to provide proper training programs on diversity such that organization becomes more efficient. Robinson and Dechant (1997), mention that proper attention and care should be given to diversity programs in organizations as they increase productivity and provide more competitive advantage. In 2010 Ogundele et al. (2018), mention diversity management has become a challenge for organization to work properly in multicultural environment, it should be properly managed to maximize profits (Dash et al. 2021). But if diversity is not managed properly then it will may result into negative outcome and may have adverse effects on organization. In 2012 Talent management states the negative effects of diversity on organization productivity due to its negative behaviors and attitude

2.2.2 Concept of Diversity

According to Cox, O'Neill, and Quinn (2020), diversity is defined as differences in social and cultural identities among people living in a defined system. Loden and Rosener (2009) define diversity as the large number of individual differences and similarities that exist between people. McKenna (2023) defines diversity as discriminatory and exclusionary behaviors with psychological underpinnings. Diversity is defined by Corbridge and Pilbeam (2021) as dealing with a person or group of people with less consideration because of incapacity, race, religious conviction, age, sex, or sexual alignment, or by applying certain

conditions or requirements that are more easily satisfied by one group than another. The International Labour Organization (ILO) (2022) defines diversity as the demographic differences in an organization's or nation's workforce. Humans come in a variety of shapes and sizes. Diversity necessitates nations assuming novel ways of managing and valuing it. Instead of pitting groups against each other, leaders must endeavour to identify the distinctive differences and contributions of each individual and group to national goals and objectives.

2.2.3 Factors Affecting Gender Diversity

Since the advent of colonialism in Africa, women have always been exposed to varying forms of discrimination due to the simple fact of their 'femaleness', which ought to have been understood on the basis of its mutual usefulness (Obbo, 2022). It is observed that most African countries have not had specific laws or policies to stem the tide of gender disparity. However, the colonial hegemonic philosophy, dependent political ideology and identifiable socio-economic exigencies are seen as factors aiding the prevailing distinctions between men and women in our society (Adeniran, 2022).

Ideological Factor

Patriarchy as a system of male domination shapes women's relationship in all spheres including politics. It transforms male and females into men and women and construct the hierarchy of gender relations where men are privileged (Eisenstein, 2020). Andrienne Rich defines patriarchy as: "A familial-social, ideological, political system in which men by force, direct pressure or through ritual, tradition, law, and language, customs etiquette, education, and the division of labor, determine what part women shall or shall not play in which the female is everywhere subsumed under the male," (Roc,2022) The society is so patriarchal to the extent that if a man dies in politics or electioneering process, he is better honored than a female in a similar situation. The society will praise him and not her. This to a large extent has discouraged a lot of us from participating in electioneering, in such a case child are left motherless, who will then cater for them? It is easier for a man to remarry, than

for the woman. When it comes to the decision, of participating in politics, all odds must be weighed because the woman has a lot to lose than the man in politics.

Political Factors

The nature of politics is an important factor for the inclusion or exclusion of women in politics. Vicky Randall defines politics as an “articulation, or working out of relationships within an already given power structure”, which is in contrast with the traditional view of politics that defines it as an activity, a conscious, deliberate participation in the process by which resources are allocated among citizens. This conception of politics restricts political activity only in public arena and the private sphere of family life is rendered as apolitical. This public-private dichotomy in traditional definition of politics is used to exclude women from public political sphere and even when women are brought into politics they are entered as mothers and wives. Male domination of politics, political parties and culture of formal political structures is another factor that hinders women’s political participation. Often male dominated political parties have a male perspective on issues of national importance that disillusions women as their perspective is often ignored and not reflected in the politics of their parties.

Economic Factors

The economic sector of our society is one area where discrimination against women has been richly pronounced. According to the CEC Report (2022), the role of women in employment and economic activities is often underestimated because most of women work in the informal sectors, usually with low productivity and incomes, poor working conditions, with little or no social protection. It observes that the female labour force in sub-Saharan Africa in 2005 was about 73 million, representing 34% of those employed in the formal sector, earning only 10% of the income, while owning 1% of the assets. However, the denial of women’s inheritance and land rights has made their economic participation considerably constrained and by implication, their educational aspiration (Nmadu, 2022). Politics is increasingly becoming commercialized. More and more money are needed to participate in politics. Women lack access to and ownership of productive resource, limiting the scope of

their political work. To Eade (2020), such government's macro-economic policies like liberalization of petroleum sector and removal of subsidies e.g. on fertilizer, have always created distortions, in spite of strides women (rural dwellers) make in self-reliance. To this end, Ake (2022) believes that the contradictions between the latent and manifest functions of public policy have often been the bane of all emancipatory agenda in Nigeria.

2.2.4 Challenges of Gender Diversity

Despite some progress over the last few decades, gender diversity in employment remains an elusive goal in all societies. Women continue to face disadvantage and discrimination in all areas of economic life. Nevertheless, while one should not assume that all women want to work, it is safe to say that women want to be given the same freedom as men to choose to work if they want to; and if they do choose to work, they should have the same chance of finding decent jobs as men. The governments of many developing countries in the last decade have focused on gender disparity problem and this disparity is found in employment in virtually all sectors of work. In Nigeria today, when we look at various positions of responsibilities, women are still not well represented. In fact, the country ranks 118 of 134 countries in the Gender Equality Index. Even when they are represented, they are discriminated against. No wonder the government has put a law that in every sector of work/ employment, women should take at least 30%. Even with this, there is rarely any organization that women have such; except in some professions that are considered feminine; like Nursing, primary teaching etc. According to World Development Report (2022) men's and women's jobs differ greatly, whether across sectors, industries, occupations, types of jobs, or types of firms.

Gender diversity is considered a critical element in achieving Decent Work for All Women and Men, in order to effect social and institutional change that leads to sustainable development with equity and growth. Gender equality refers to equal rights, responsibilities and opportunities that all persons should enjoy, regardless of whether one is born male or female.

According to ILO (2022) in the context of the world of work, equality between women and men includes the following elements:

- i. Equality of opportunity and treatment in employment
- ii. Equal remuneration for work of equal value
- iii. Equal access to safe and healthy working environments and to social security
- iv. Equality in association and collective bargaining
- v. Equality in obtaining meaningful career development
- vi. A balance between work and home life that is fair to both women and men
- vii. Equal participation in decision-making at all levels

Given that women are usually in a disadvantaged position in the workplace compared to men, promotion of gender equality implies explicit attention to women's needs and perspectives. At the same time, there are also significant negative effects of unequal power relations and expectations on men and boys due to stereotyping about what it means to be a male. Instead, both women and men, and boys and girls, should be free to develop their abilities and make choices – without limitations set by rigid gender roles and prejudices – based on personal interests and capacities.

2.2.5 Concept of Recruitment and Employment Opportunity

Employment opportunities are regarded as indispensable, particularly among the individuals belonging to rural communities. In rural areas, individuals are primarily engaged in agriculture and farming practices. They possess the viewpoint that obtaining employment opportunities would enable them to sustain their living conditions in an appropriate manner. The rural individuals are engaged in number of employment opportunities. These include, blue-collar as well as white collar jobs. They are acquiring higher educational qualifications and are engaged in reputed employment opportunities. In order to obtain a good job, it is vital for the individuals to enhance their skills and abilities and acquire good education. The main objective of this research paper is to acquire an efficient understanding of employment opportunities, in which rural individuals are engaged. The main areas that have been taken into account are, nature of unemployment in India, types of employment opportunities in

rural communities, factors influencing children to get engaged in employment opportunities, and factors influencing the acquisition of employment opportunities. Apart from these, they are employed in small scale industries or get engaged in the production of handicrafts and other products. The types of employment opportunities in rural communities are, agricultural sector, education sector, health care and medical, production of handicrafts, production and marketing of food items, factories and industries, cultural performances, tea stalls and restaurants, repairing machines and technologies and vocational occupations. These are numerous types of employment opportunities, in which rural individuals are engaged in, on the basis of their skills and abilities and interest areas. When they are unable to find employment opportunities in rural areas, then they migrate to urban communities to look for better livelihoods opportunities.

2.2.6 Types of Employment Opportunities

In rural communities, the various forms of employment opportunities that the individuals are engaged in are stated as follows:

Agricultural Sector: Agriculture is regarded as the major occupation of the individuals. When the individuals are involved in this sector, then it is vital for them to possess the essential skills and information in terms of all the methods of production and cultivation. In the present existence, there has been establishment of training institutions in rural communities that are making provision of adequate knowledge and information to the individuals in terms of utilization of scientific methods. In order to augment production and profitability, it is vital for the agricultural labourers and farmers to possess adequate knowledge in terms of modern irrigation methods, use of fertilizers, insecticides and pesticides and other methods. The farmers need to generate awareness in terms of the climatic conditions as well, as these need to be suitable to enhance productivity.

Education Sector: In rural areas, there have been establishment of schools, educational institutions and training centers. Individuals, belonging to these communities have recognized the significance of education and aspire to get their children enrolled in schools. There also have been establishment of training centers, which make provision of

adequate knowledge and information to the individuals, particularly in terms of one area of their interest, such as, diet and nutrition, health care, technology, child development and so forth. In other words, individuals get enrolled in training centers to acquire knowledge in terms of an area of their interest. In addition, there have also been establishment of adult education institutions, which encourage the enrolment of adult individuals, who have either never been to school or have dropped out before their educational skills are honed. In the education sector, individuals obtain numerous types of employment opportunities. These include, teaching, or they may perform the functions of administration and management of the institution.

Health Care and Medical: The individuals obtain employment opportunities in the health care and medical sectors as well. Research has indicated that individuals obtain medical degrees from reputed medical institutions in urban communities. Upon the completion of their education, they return back to their villages and set up hospital or health care centres, for the well-being of their community members.

Whereas, in rural communities, there are establishment of medical and health care facilities, where recruitment and selection of qualified and skilled individuals takes place. When the individuals are employed in this area, it is vital for them to possess effective communication skills and not discriminate against any individuals on the basis of any factors, such as, caste, creed, race, religion, age, gender, ethnicity and socio-economic background. Furthermore, they need to make provision of proper information and remedies to them, particularly in terms of health problems and illnesses. Apart from providing medicines, the medical practitioners and health care specialists also need to provide adequate information, in terms of psychological well-being.

Production of Handicrafts: In rural areas, men as well as women are involved in the production of various types of handicrafts. These include, pottery making, jewellery making, embroideries, needle-work, decorative items, garments and so forth. When parents are involved in the production and manufacturing of handicrafts, then they provide training to their children from the initial stage. The children generate awareness among them in terms

of these areas and help their parents. When they grow up, they become skilled, as they have been practicing them, since the initial stage. In order to enhance their income through the production of handicrafts, it is vital for the individuals to possess adequate knowledge in terms of marketing strategies. Normally, handicrafts are marketed to a large extent at the time of festivals and occasions.

Production and Marketing of Food Items: Production and selling of food items is regarded as one of the most significant aspects of employment among rural individuals. In rural areas, individuals are involved in the rearing of livestock. Hence, they mainly produce milk products, such as, butter, cheese and other sugary items, which they sell for a living. Apart from the production of food items, rural individuals are involved in selling fruits and vegetables. They sell these in rural areas and in some cases, even migrate to urban areas and work as vegetable and fruit vendors. When the individuals migrate to urban areas to market food items, then they are required to work hard. They need to make visits to places, where, they obtain fresh fruits and vegetables and go around the streets to market their products. Whereas, in other cases, they set up stalls within market places.

Factories and Industries: Rural individuals are employed in large scale in factories and industries. The factories and industries are of different types, including, silk weaving, plantations, lock industries, beedi rolling, diamond polishing, gem cutting, coal mines and so forth. The employment opportunities that are available in these industries are considered hazardous. Hence, in order to prevent any accidents from taking place, individuals are required to acquire proper training and work under the supervision of a skilled and knowledgeable person. Research has indicated that even children, who are below 14 years of age are employed in these industries. When the individuals are unable to sustain their living conditions in an appropriate manner, due to shortage of funds and other resources, then they even encourage their children to obtain employment opportunities in industries and factories. One of the factors that is unfortunate is, individuals are required to work in hazardous employments for long hours and their pay is less. It is insufficient to meet their daily needs.

Cultural Performances: In rural areas, individuals, belonging to all age groups and backgrounds develop interest in dance and music. In some cases, they develop interest in singing and acquire training to augment their skills and abilities. Participating in various programs and events, where they are able to make use of their skills and abilities is also regarded as one of the most significant employment opportunities for rural individuals. When there are organization of any social, cultural, and religious programs at the time of festivals or marriage ceremonies or events, then rural individuals, who are well-trained and skilled in these areas are able to render an effectual participation and earn income. The participation of these individuals may take place on individual basis as well as in the form of a group. They may participate in different places, which include, religious places, markets, homes and so forth.

2.2.7 Relationship between Gender Diversity and Employment Opportunity

Contemporary employment opportunity are shaped by globalisation, new information and communication technologies, new forms of employment arising from economic restructuring towards services and new employment forms. New employment formshave arisen in the context of economic deregulation and include privatization of public sector services, sub-contracting of non-core business and greater flexibility of working times, contracts, status and locations. These changes have expanded employment but simultaneously weakened the participation of women.

2.3 Theoretical Review

2.3.1 The Functionalist Theory Perspective

Functionalism, also known as “structural functionalism,” is a macro sociological perspective that is based on the premise that society is made up of interdependent parts, each of which contributes to the functioning of the whole society (Mill, 2021). The functionalist perspective, which also emphasizes the way in which the parts of a society are structure to maintain it stability. Functionalist suggest that gender inequalities exist as an efficient way to create a division of labor, or a social system in which a particular segment of the

population is clearly responsible for certain acts of labor and another segment is clearly responsible for other labor acts (Giddens, 2020).

Theoretical Perspective of Gender Inequality According to Functionalists, any given element of social structure contributes to overall social stability, balance, and equilibrium. In this view point gender inequality maintain overall social stability, balance, and equilibrium in pre-industrial society as well as contemporary society. Pre-industrial society Functionalist suggested that in preindustrial societies social equilibrium maintains by assigning different task to men and women.

In their assigned hunting roles, men were frequently away from home for long period and centered their lives on the responsibility for bringing food to the family. It was functional for women-more limited by pregnancy, child birth and nursing- to be assign to domestic roles near the home as gathers and subsistence farmers and as caretakers of children and household (Mill, 2023). Contemporary Society Talcott Parsons, a leading functionalist thinker concerned himself with the role of the family in industrial societies. In Parson's view, the family operates most efficiently with a clear-cut sexual division of labor in which women take the expressive, emotionally supportive role and men the instrumental, practical role, with the two complementing each other (Parsons & Bales, 2021). Theoretical Perspective of Gender Inequality Expressiveness denotes concern for the maintenance of harmony, providing care and security to children and offering them emotional support and the internal emotional affairs of the family (Giddens, 2020; Schaefer, 2022). Anthropologist George Murdock (2020) saw it as both practical and convenient that women should concentrate on domestic and family responsibilities while men work outside the home. On the basis of a cross-culture study of more than hundred societies, Murdock conclude that the sexual division of labor is present in all cultures. While this is not the result of biological 'programming', it is the most logical basis for the organization of society. Instrumentality refers to an emphasis on tasks, focus on more distant goals, being the bread- winner in the family and a concern for the

external relationship between one's family and other social institutions (Giddens, 2020; Schaefer, 2021).

2.3.2 Adopted Theory

The theory adopted is based on the perspective of gender to functionalists theory; any given element of social structure contributes to overall social stability, balance, and equilibrium. In this view point gender inequality maintain overall social stability, balance, and equilibrium in pre-industrial society as well as contemporary society. Pre-industrial society Functionalist suggested that in preindustrial societies social equilibrium maintains by assigning different task to men and women. In their assigned hunting roles, men were frequently away from home for long period and centered their lives on the responsibility for bringing food to the family. It was functional for women-more limited by pregnancy, child birth and nursing- to be assign to domestic roles near the home as gathers and subsistence farmers and as caretakers of children and household

2.4 Empirical Review

Oloni, (2020), worked on Gender Inequalities and Employment in Nigeria. The problem of gender inequality is an issue that bothers most countries especially in the developing countries. Despite the eagerness to resolve it, this problem still linger on. The main objective of the paper, therefore, is to investigate the problem of gender inequality in employment in Nigeria, specifically decent employment. Two sectors were investigated to ascertain the gravity of this inequality in the country. The political and academic sectors were investigated in addition to the Nigeria economy as a whole. A survey of six universities was done as well as the three elections from 2011 to 2022. Tabulations of the data as well as multiple bar graphs were used to investigate the inequalities. The findings revealed that women are marginalized in many decent works, while they are limited to trading and farming which they usually do in the informal sector. The factors responsible for such inequality include the educational strategy of the country, legacy of the colonial period and the patriarchal nature of the country as well as the types of jobs as some jobs has been

identified as women's. It has been recommended that more women should be educated and encouraged to come out for elective positions.

Ifemeje (2020) presented paper on global trend towards gender equality: Nigeria's experience in focus. This paper examines the struggle for gender equality in Nigeria. It observes that despite Nigeria's ratification of virtually all international instruments on the protection and promotion of gender rights and equality, she has failed to domesticate most of them. Consequently, this has slowed down the pace of women emancipation in Nigeria; it has also denied women rights activists in Nigeria a wider and stronger platform to agitate for the enforcement of women's rights. The paper further highlights and examines inter-alia, the galaxies of gender discriminatory laws that still exist in the pages of Nigerian statute books and the harmful cultural practices that have for decades impeded the rights of women in Nigeria. The paper also observes that the gender inequalities in the system have occasioned an intense marginalization and subjugation of Nigerian women to the background, in virtually every sphere of life; the paper recommends new strategies to be adopted by gender rights activists in combating these institutionalized discriminations. The strategies include; an urgent review of all gender discriminatory laws in Nigeria, sensitization of Nigerian women on their legal rights through intensified aggressive advocacy and enlightenment, establishment of more gender violation monitoring agencies in Nigeria. The sensitization of Nigerian law enforcement agents and judges on the need for a stricter enforcement of women's rights, immediate abolition by the

Nigerian government of all harmful cultural practices that impede women's rights, an urgent domestication of all international Treaties, Nigeria has ratified, and enactment of more specific gender friendly based legislations. Finally, a case is made for more appointments of women to hold political offices. The study further recommends that further researches should be channeled towards discovering the reasons for the apparent high level of complacency of Nigerian women to these persistent flagrant violations of their rights.

Studies show that the concept of gender is not synonymous with female affairs alone in any society. “Gender refers to culturally based expectations of the roles and behaviors of males and females.” (Mitra, 2022). In the same vein, “the term gender represents male and female in social context, and different in attitude and roles, Fayomi, (2020).” In addition, “gender as an economic construct, specifying the implicit arbitrary scale by which both men and women are economically placed in our societies Tongo, (2020).” The foregoing shows that gender has to do with the roles expected of people, males and females in the society for orderly living and development. However, as obtained in the literature, in developing societies within the context of educational attainment, the rate of participation in governance, occupational structure and the negative traditional behaviors, social and cultural attitudes against women makes gender issues to be synonymous with attempts to understand the, roles, problems and importance of women in men dominated developmental processes (Egbon, and Morvaridi, 2021). The implication of the above view is that in societies where the female gender is considered not fit enough to assume responsibilities of leadership, particularly at the higher level of an organization, either in the public or private sector, such as in the universities, development is bound to be a major challenge. Research has shown that “there is direct link between a country’s attitude toward women and its progress socially and economically” (Sharma, 2022).

Further studies show that “women power is crucial to the economic growth of any country” (Soni, 2022). In addition, leadership in an organization either in public or private sector in any society requires capacity on the part of the leader to perform; and capacity is seen as the ability to marshal and use available resources i.e people, money, talent, and time- in the best possible way for the good of an organization (Igraham, 2021). The authors argue that capacity is not just about structure alone; but it involves creative, committed and talented people who make the system work irrespective of gender. In as much as research has shown that relationship exists between capacity to lead and organizational performance, there is nothing yet to prove that females lack the capacity to lead compared to their male counterparts in management positions for organizational performance either in public or

private sector of any economy. Therefore, discriminating against women in leadership positions, based on sex, particularly at the higher level in an organization, is a recipe for underdevelopment. This implies that the more acceptable leadership roles ascribed to women is in a society, the more that society is likely to experience development in social, political, cultural and economic spheres. In addition, due to gender stereotyping, female children may not be given the privilege of acquiring western education, rather, they are given out in marriage at early age; and, also this informs their decision in choosing career because it is complicated and worrisome for female gender to combine home obligations and career (Osibanjo, Iyiola&Adeniji, 2022).

CHAPTER THREE

Methodology

3.1 Introduction

Scridhar (2008) defined Research methodology as a way to systematically solve a research problem by logically adapting various steps. This chapter shall primarily be concerned with the methods and techniques adopted in the course of conducting this research work. In view of that, it will state the population of the study, the sample size, the research instrument, the sources of data, sampling techniques and statistical tools for analysis of the data gathered.

3.2 Research Design

This study adopts a descriptive survey research design. According to Osuala (1990) in a survey research, the researcher uses a sample drawn from the population to have an insight to the problem under investigation and uses the research findings to make generalization. This design is considered appropriate because it makes it possible to gain basic insights about occurrence of a phenomena, situation, problem, attitude or issue (Creswell, 2013). The study was descriptive because the phenomenon, training and job performance was studied at one particular time and not over several years.

3.3 Population of the Study

A population is the entire set of data that is of interest to a researcher and the target population relates to a group of people or objects from which a sample is taken (Saunders et al, 2003). According Sekaran (2001), he defined population as the entire group of people, events or things of interest that the researcher wants to investigate. The target population is an employee and customers of Kam Wire Industry in Ilorin Kwara State Nigeria with a total population of fifty five staff (55) and 119 customers of Kam Wire Industry in Ilorin Metropolis which makes it total of (174). This target population is the total collection of elements about which the researcher wishes to make some inferences (Okiro & Ndungu, 2013).

3.4 Sample Technique and Sample Size

A sample therefore is the portion of the population of interest that is selected for a study (Doyle Portillo, 2009). A sample size of one hundred and forty-two (120) was selected using Taro Yamane. The study used both cluster and simple random sampling technique. Cluster was used to group respondent based on their cadre, gender and age etc. while the simple random technique was used to ensure that every member of the population have an equal chance of being included in the study. The sample to be considered for this research will be 10% of the total population.

According to Francis (2017) sample size is refers to the number of individual pieces of data collected in a survey. In determining the sample size for the population of this research, Taro Yamane's 1970 formula was adopted.

Taro Yamane's for sample size determination can be stated as: -

$$n = \frac{N}{1 + N(e)^2}$$

Where:

n = sample size to be determined

N = population size

1 = constant

[[

e = margin of error (which is normally chosen) or level of significance which is assumed to be 10% or 0.1. Therefore, $e^2 = 0.01$, error of margin of 0.1 or 10% implies 90% level of confidence

$$n = \frac{174}{1 + 174(0.0025)}$$

$$n = \frac{174}{1 + 0.4375}$$

$$n = \frac{174}{1.4375}$$

$$n = 120$$

3.5 Method of Data Collection

Primary data were used to test the hypothesis through the use of questionnaires administered to the respondent. The researcher administered questionnaire directly to the respondent, this is based on the sample size. The questionnaire is divided into two sections. The first section captured bio-data information from the respondent while the second section captured information based on the concept of this research.

Primary and secondary sources of data are employed in this study. Data is defined as all the facts and figures that are arranged in an orderly manner. The reasons for choosing these methods are stated below; Primary and secondary source of data is information collected from second-hand source, to gather information from past researchers on the topic for the purpose of the literature review. The internet, textbooks, journals and class room notes are used in secondary source of data. Secondary source of data is readily available, it saves time and energy and it is less expensive.

3.6 Instrument of Data Collection

Questionnaire is designed based on the literature regarding the effect of gender diversity on employment opportunity in Nigeria. This questionnaire is divided into two sections which are section A and B. The section A contains questions on demographic characteristics of the respondents, while section B contains questions on the specific research variables gender diversity on employment opportunity. The variables in the section B of the questionnaires are measured on a 4 point likert's scales; Strongly Disagree-1, Disagree-2, Agree-3 and Strongly Agree-4 ,Research validity can be defined as the extent to which the result of a study is accurate. According to Ghauri and Gronhaug (2022) they categorized validity into two; internal and external. Internal validity tends to analyze the accuracy of the results obtained from the research while external validity tends to analyze the result of a research to see if it can be generalized.

There exist different types of validity where measurements are used in a research; face validity, convergent validity and divergent validity. Face validity describes the satisfactory level in which the measure used is reasonably capable of what is due to

measure. Convergent validity, describes the extent to which the measurement used can bring about similar results if used in another research and divergent validity describes the extent to which one concept is distinguished from another (Ghauri&Grønhaug, 2005).

3.7 Method of Data Analysis

The researcher made use of Statistical Package for Social Sciences (SPSS) software to analyze the data by coding the items and entering them into the SPSS for analysis. The hypotheses testing was conducted using Spearman's Rank Order Correlation Coefficient, this was used to analyze the relationship between the variables (gender diversity, and employee opportunity). The analytical tools that will be embraced are correlation and regression analysis to measure relationships, influence, and significance of gender diversity, and employee opportunity.

3.8 Historical Background of the case study

The Kam Wire & Steel Industry Limited, part of KAM Holding, has a history rooted in the Nigerian steel sector, with its founding in 1997 by Dr. Kamoru Yusuf. KAM Holding is a global conglomerate operating across two continents, specializing in steel and building materials. The company's initial focus was on steel and allied products, and it has since diversified into various industries like mining, haulage, and packaging. The company expanded beyond its initial focus, diversifying into related industries such as mining (granite stone & stone dust), packaging products (woven sacks & Cartons), and haulage services.

KAM Holding has seen substantial growth, becoming a global business conglomerate with operations in multiple countries. The company has embraced technological advancements, using an Electric Arc Furnace (EAF) in its steel manufacturing process, which is a unique technology in Africa. KAM Holding is committed to quality and adheres to international standards, receiving certifications like those from the Standards Organization of Nigeria (SON).

CHAPTER FOUR

Data Presentation, Analysis & Interpretation

4.1 Introduction

This research work examined the effect of gender diversity on employment opportunity in Nigeria, a case study of Kam Wire Industry in Ilorin Kwara State. Basically, this section attempted to find answers to research questions and hypotheses using the field data obtained from retrieved questionnaires. A total of one hundred and forty-two (142) questionnaires were distributed for the purpose of executing the research objectives, out of which one hundred and twenty (120) copies are duly completed and correctly filled were processed for data analysis using statistical tools already stated in chapter three. It is also worth stating here that all tests of hypothesis in this chapter were carried out at 5% level of significant.

4.2 Demographic Data of the Respondents

The table below presents the socio-demographic information of the respondents in frequencies distribution tables and percentages. The study found it crucial to provide evidence of demographic data since it was deemed that such information was a clear indicator of factors that may influence gender diversity on employment opportunity in Nigeria. The analysis relied on this demographic profile so as to made proper justification to its relevance in the study objectives for policy recommendation.

Table 4.2.1: Distribution of respondents by Gender

	Frequency	Percent	Cumulative Percentage
Male	68	56.7	56.7
Female	52	43.3	100.0
Total	120	100.0	

Source: SPSS Computation, 2025.

Table 4.2.2, reveals the case summary of frequency of the respondent's gender with the valid percentages of their responses, it shows that 68 respondents representing 56.7% of

males participated in the study, and 52 respondents representing 43.3% of females participated in the survey. This is an indication that the study cut across both males and females respondents in the study area and so the study did not suffer from gender bias.

Table 4.2.2: Distribution of respondents by Age Group

	Frequency	Percentage	Cumulative Percentage
20-25 years	23	19.2	19.2
26-30 years	57	47.5	66.7
31-40 years	30	25.0	91.7
41-50 years	7	5.8	97.5
51 years and above	3	2.5	100.0
Total	120	100.0	

Source: SPSS Computation, 2025.

Table 4.2.2 indicates the respondents' age bracket of (31-40) years were most dominated in the study representing 47.5% of the total population, followed by 25% of respondents in the age group between 41-50 years, 23 respondents representing 19.2% were between 20-30 years, 7 respondents representing 5.8% were found between 51-60 years of age while 3 respondents representing 2.5% were in the age group of 61 years and above. This is an indication that the calibers of employees in selected organization were most agile youths in the age group between 31-40 years. This age group was notably known as entry age in selected organization in Nigeria. Hopefully, the selected participants provided the clarity in the objective responses for the study.

Table 4.2.3: Distribution of the Respondents by Relationship Status

	Frequency	Percentage	Cumulative Percentage
Single	24	20.0	20.0
Married	80	66.7	86.7
Divorcees/Separated	8	6.6	93.3
Widowed	8	6.6	100.0

Total	120	100.0	
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Source: SPSS Computation, 2025.

Table 4.2.3, shows the marital status of the respondent. 24 respondents representing 20.0% were Single, 80 respondents representing 66.7% were married, while 8 respondents representing 13.2% were divorcees and widowers respectively. This implies that the policy of selected organization enable them to provide more job opportunities to singled majorities than it does for married fellow. This means that the selected organization is more sensitive to diverse gender group. Therefore, Singled majorities participated more than married respondents in this study

Table 4.2.4: Distribution of the Respondents by Religious

	Frequency	Percentage	Cumulative Percentage
Islam	65	54.2	54.2
Christianity	40	33.3	87.5
Others	15	12.5	100.0
Total	120	100.0	

Source: SPSS Computation, 2025.

Table 4.2.4, shows the religious background of the respondent. 65 respondents representing 54.2% are Muslims, 40 respondents representing 33.3% were Christians, while 15 respondents representing 12.5% believed in other traditional religion. This implies that the study area is predominantly dominated by Muslims majorities. Therefore, Muslim majorities are more than other respondents in the study

Table 4.2.5 Distribution of the Respondents by Educational Qualification

	Frequency	Percentage	Cumulative Percentage
WAEC/NECO/SSCE	8	6.7	6.7
OND/NCE	36	30.0	36.7
BSc/HND/Professional Cert.	64	53.3	90.0
MSc/Ph.D	12	10.0	100.0

Total	120	100.0	
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Source: SPSS Computation, 2025.

Table 4.2.5 indicates that holders of SSCE Certificate were 8 in numbers represents 6.7% of the respondents in selected organization. OND/HND holders were the majorities in the study representing 30% of the total population; this was followed by holders of BSc representing 53.3% of respondents, while 10% of respondents are holders of second degrees in MSc/Ph.D certificates. This is an indication that the caliber of respondents for the study above average standard educated, which means that majorities are Degree holders which by virtue of their educational background, capable and versed to providing objective responses for the study.

Table 4.2.6: Distribution of the Respondents by Position

	Frequency	Percentage	Cumulative Percentage
Junior Staff	28	23.3	23.3
Admin./Technical Staff	72	60.0	83.3
Academic Staff	20	16.7	100.0
Total	120	100	

Source: SPSS v25 Computation (2025).

Table 4.2.6 reveals the respondents job position, 28 (23.3%) are junior staff, 72 respondents representing 60% are admin/technical staff, 20 respondents representing 16.7% are Academic Officer. This is an indication that the study area is predominantly dominated by Admin./Technical Staff.

4.3 Data Analysis According to the Research Questions

Research Question 1: Does gender diversity have effects on employment opportunity?

Table 4.3.1 Promotion Opportunities/Job Performance Management is treated equally in this institution.

	Frequency	Percentage	Cumulative Percentage
Strongly Disagree	8	6.7	6.7

Disagree	24	20.0	26.7
Undecided	4	3.3	30.0
Agree	16	13.3	43.3
Strongly Agree	68	56.7	100.0
Total	120	100	

Source: SPSS Computation, 2025.

Table 4.3.1 reveals the perception of employees that promotion opportunities/job performance management is treated equally in this institution, 8 (6.7%) of the respondents strongly disagree on promotion opportunities/job performance management is treated equally in this institution., another 24 respondents (20.0%) disagree on the statement, 4(3.3%) of the respondents neither agree nor disagree, 16 (13.3%) of the respondents agreed, while 68 (56.7%) of the respondents strongly agreed that promotion opportunities/job performance management is treated equally in this institution.

Table 4.3.2.Male staff are given promotion opportunities more in this institution.

	Frequency	Percentage	Cumulative Percentage
Strongly Disagree	20	16.7	16.7
Disagree	4	3.3	20.0
Undecided	12	10.0	30.0
Agree	56	46.7	76.7
Strongly Agree	28	23.3	100.0
Total	120	100	

Source: SPSS v25 Computation (2025).

Table 4.3.2 reveals whether Male staff are given promotion opportunities more in this institution, 20 (16.7%) of the respondents strongly disagree, 4 (3.3%) disagree, 12 (10%%) of the respondents neither agree nor disagree, 56 (46.7%) of the respondents agree on the claim, while 28 (23.3%) of the respondents strongly agree that Male staff are given

promotion opportunities more in this institution.. The implication of this perception was that current job opportunities in selected organization provide more promotion for Male staff in this institution.

Table 4.3.3 My gender does influence my Promotion Opportunities and Job Performance.

	Frequency	Percentage	Cumulative Percentage
Strongly Disagree	16	13.3	13.3
Disagree	8	6.7	20.0
Undecided	16	13.3	33.3
Agree	24	20.0	53.3
Strongly Agree	56	46.7	100.0
Total	120	100	

Source: SPSS Computation, 2025.

Table 4.3.3 reveals whether employees gender does influence their Promotion Opportunities and Job Performance or not, 16 (13.3%) of the respondents strongly disagree on employees gender does influence their Promotion Opportunities and Job Performance, 8 (6.7%) disagree on the claim, 16 (13.3%) of the respondents neither agree nor disagree, 24 (20%) of the respondents agree on the claim, while 56 (46.7%) of the respondents strongly affirmed that employees gender does influence their Promotion Opportunities and Job Performance.

Table 4.3.4 There should be equality when assessing the Promotion Opportunities and Performance among the staff in any institutions.

	Frequency	Percentage	Cumulative Percentage
Strongly Disagree	8	6.7	6.7
Disagree	28	23.3	30.0
Undecided	8	6.7	36.7
Agree	16	13.3	50.0

Strongly Agree	60	50.0	100.0
Total	120	100	

Source: SPSS Computation 2025.

Table 4.3.4 reveals whether there should be equality when assessing the Promotion Opportunities and Performance among the staff in any institutions or not. About 8 (6.7%) of the respondents strongly disagree on the claim, 28 (23.3%) disagree, 8 (6.7%) of the respondents neither agree nor disagree, 16 (13.3%) of the respondents agree on the claim, while 60 (50.0%) of the respondents strongly agree that there should be equality when assessing the Promotion Opportunities and Performance among the staff in any institutions.

Table 4.3.5 There should not be Promotion Opportunity gaps among employees of the same level in the institution.

	Frequency	Percentage	Cumulative Percentage
Strongly Disagree	4	3.3	3.3
Disagree	24	20.0	23.3
Undecided	8	6.7	30.0
Agree	24	20.0	50.0
Strongly Agree	60	50.0	100.0
Total	120	100	

Source: SPSS Computation, 2025.

Table 4.3.5 reveals whether there should not be Promotion Opportunity gaps among employees of the same level in the institution or not, 4 (3.3%) of the respondents strongly disagree, 24 (20.0%) disagree on the claim, 8 (6.7%) of the respondents neither agree nor disagree 24 (20.0%) of the respondents agree, while 60 (50.0%) of the respondents strongly agree that there should not be Promotion Opportunity gaps among employees of the same level in the institution. This implies that quite a large majority of respondents concede in the claim that there should not be Promotion Opportunity gaps among employees of the same level in the institution

Table 4.3.6.I am looking forward to promotion/ career advancement but being denied as a result of my gender.

	Frequency	Percentage	Cumulative Percentage
Strongly Disagree	8	6.7	6.7
Disagree	24	20.0	26.7
Undecided	4	3.3	30.0
Agree	40	33.3	63.3
Strongly Agree	44	36.7	100.0
Total	120	100	

Source: SPSS Computation, 2025.

Table 4.3.6 reveals whether employees looking forward to promotion/ career advancement but being denied as a result of gender or not, 8 (6.7%) of the respondents strongly disagree on the claim, 24 (20%) disagree, 4 (3.3%) of the respondents neither agree nor disagree, 40 (33.3%) of the respondents agree that employee looking forward to promotion/ career advancement but being denied as a result of gender, while 44 (36.7%) of the respondents strongly agree on the claim. This means that employee looking forward to promotion/ career advancement but being denied as a result of gender.

Research Question 2: What effect did demographic background (such as: age, marital status, sex) on employment opportunity?

Table 4.3.7 There is equal opportunity for career growth and advancement for women in the organization

	Frequency	Percentage	Cumulative Percentage
Strongly Disagree	16	13.3	13.3
Disagree	8	6.7	20.0
Undecided	16	13.3	33.3
Agree	24	20.0	53.3
Strongly Agree	56	46.7	100.0
Total	120	100	

Source: SPSS Computation, 2025.

Table 4.3.7 reveals whether there is equal opportunity for career growth and advancement for women in the organization or not, 16 (13.3%) of the respondents strongly disagree on the claim, 8 (6.7%) disagree, 16 (13.3%) of the respondents neither agree nor disagree, 24 (20.0%) of the respondents agree that there is equal opportunity for career growth and advancement for women in the organization, while 56 (46.7%) of the respondents strongly agree. This implies that there is equal opportunity for career growth and advancement for women in the organization in the selected organization.

Table 4.3.8 Opposite gender can perform well and I enjoy working with them

	Frequency	Percentage	Cumulative Percentage
Strongly Disagree	28	23.3	23.3
Disagree	12	10.0	33.3
Undecided	4	3.3	36.6
Agree	24	20.0	56.6
Strongly Agree	44	43.4	100.0
Total	120	100	

Source: SPSS Computation, 2025.

Table 4.3.8 reveals whether the opposite gender can perform well and enjoy working with them, 28(11.9%) of the respondents strongly disagree on the statement, 12 (5.9%) disagree, 4 (3.3%) of the respondents neither agree nor disagree, 24 (20.0%) of the respondents agree that opposite gender can perform well and enjoy working with them in the organization, while 44 (43.4%) of the respondents strongly agree on the claim. This means that opposite gender can perform well and enjoy working with them

Table 4.3.9 Employees have not been discriminated by the employers during promotion opportunity based on gender

	Frequency	Percentage	Cumulative Percentage
Strongly Disagree	24	20.0	20.0
Disagree	8	6.7	26.7
Undecided	4	3.3	30.0
Agree	32	26.7	56.7
Strongly Agree	52	43.3	100.0
Total	120	100	

Source: SPSS Computation 2025.

Table 4.3.9 reveals whether employees have not been discriminated by the employers during promotion opportunity based on gender or not, 24 (20.0%) of the respondents strongly disagree on the statement, 8 (6.7%) disagree, 4(3.3%) of the respondents neither agree nor disagree, 32(26.7%) of the respondents agree on the perception that employees have not been discriminated by the employers during promotion opportunity based on gender while 52 (43.3%) of the respondents strongly agree on the claim. This is an indication that the employees have not been discriminated by the employers during promotion opportunity based on gender

Table 4.3.10 Dissimilarity in gender leads to poor effectiveness

	Frequency	Percentage	Cumulative Percentage
Strongly Disagree	24	20.0	20.0
Disagree	16	13.3	23.3
Undecided	8	6.7	30.0
Agree	32	26.7	56.7
Strongly Agree	40	43.3	100.0
Total	120	100	

Source: SPSS Computation, 2025.

Table 4.3.10 reveals whether dissimilarity in gender leads to poor effectiveness or not, 24 (20.0%) of the respondents strongly on the claim, 16 (13.3%) disagree, 8 (6.7%) of the respondents neither agree nor disagree, 32 (26.7%) of the respondents agree that dissimilarity in gender leads to poor effectiveness, while 40 (43.3%) of the respondents strongly agree on the claim. Based on this finding, it can be deduce that dissimilarity in gender leads to poor effectiveness in the selected organization.

Table 4.3.11 Workforce of the same gender can easily form working groups

	Frequency	Percentage	Cumulative Percentage
Strongly Disagree	32	26.7	26.7
Disagree	4	3.3	30.0
Undecided	8	6.7	36.7
Agree	60	50.0	86.7
Strongly Agree	16	13.3	100.0
Total	120	100	

Source: SPSS v25 Computation (2025).

Table 4.3.11 reveals whether workforce of the same gender can easily form working groups or not, 32 (26.7%) of the respondents strongly disagree that the workforce of the same gender can easily form working groups, 4 (3.3%) disagree on the claim, 8(6.7%) of the respondents neither agreed nor disagree, while 60 (50.0%) of the respondents strongly agree that workforce of the same gender can easily form working groups, while 16 (13.3%) of the respondents strongly agree on the claim. This implies that that theworkforce of the same gender can easily form working groups in selected organization.

Research Question 3: Does gender inequality have significant effect on employment opportunity?

Table 4.3.12: my team members include all members of different age group in problem solving

	Frequency	Percentage	Cumulative Percentage
Strongly Disagree	24	20.0	20.0
Disagree	8	6.7	26.7
Undecided	16	13.3	40.0
Agree	52	43.3	83.3
Strongly Agree	20	16.7	100.0
Total	120	100	

Source: SPSS Computation, 2025.

Table 4.3.12 reveals whether my team members include all members of different age group in problem solving or not, 24 (20.0%) of the respondents strongly disagree on the notion that my team members include all members of different age group in problem solving, 8 (6.7%) disagree on the claim 16 (13.3%) of the respondents neither agree nor disagree, 52 (43.3%) of the respondents agree that my team members include all members of different age group in problem solving, while 20 (16.7%) of the respondents strongly agree on the statement. This implies that the my team members include all members of different age group in problem solving in the organization.

Table 4.3.13 Age differences affect group formations in the workplace

	Frequency	Percentage	Cumulative Percentage
Strongly Disagree	16	13.3	13.3
Disagree	8	6.7	20.0
Undecided	12	10.0	30.0
Agree	56	46.7	76.7
Strongly Agree	28	23.3	100.0
Total	120	100	

Source: SPSS Computation, 2025.

Table 4.3.13 reveals whether age differences affect group formations in the workplace or not, 16 (13.3%) of the respondents strongly disagree on the statement, 8 (6.7%) disagree, 12 (10.0%) of the respondents neither agreed nor disagree, 56 (46.7%) of the respondents agree that age differences affect group formations in the workplace, while 28 (23.3%) of the respondents strongly agree on the claim. This means that more than two-thirds majorities conceded in the claim that age differences affect group formations in the workplace.

Table 4.3.14 Differences in age affect consensus building among employees

	Frequency	Percentage	Cumulative Percentage
Strongly Disagree	16	13.3	13.3
Disagree	4	3.3	16.6
Undecided	24	20.0	36.6
Agree	68	56.7	93.3
Strongly Agree	8	6.7	100.0
Total	120	100	

Source: SPSS Computation 2025.

Table 4.3.14, reveals whether differences in age affect consensus building among employees, 8 (13.3%) of the respondents strongly disagree on the claim, 4(3.3%) disagree, 24 (20.0%) of the respondents neither agreed nor disagree 68(56.7%) of the respondents agree that the differences in age affect consensus building among employees, while 8 (6.7%) of the respondents strongly agreed. This implies that the Differences in age affect consensus building among employees in the selected organization.

Table 4.3.15 Age differences affect group effectiveness

	Frequency	Percentage	Cumulative Percentage
Strongly Disagree	10	8.3	8.3
Disagree	30	25.0	33.3
Undecided	7	5.8	39.1
Agree	50	41.7	80.8
Strongly Agree	23	19.2	100.0
Total	120	100	

Source: SPSS Computation 2025.

Table 4.3.15, reveals whether age differences affect group effectiveness or not, 10 (8.3%) of the respondents strongly disagree on the claim, 30(25.0%) disagree, 7 (5.8%) of the respondents neither agreed nor disagree 50(41.7%) of the respondents agree that the age differences affect group effectiveness, while 23(19.2%) of the respondents strongly agreed. This implies that age differences affect group effectiveness in the selected organization.

4.4 Test of Hypotheses

H₀₁: Gender diversity has no significant effects on employment opportunity

Table 4.4.1 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.953 ^a	.908	.905	.42690

a. Predictors: (Constant), Gender Diversity

Gender diversity is regressed over employment opportunity in the model summary above. Table 4.4.1, show the coefficient of correlation, $R=0.953$ which indicates direct positive relationship between the explanatory variable (Gender Diversity) and the dependent variable (Employment Opportunity). The $R\text{-square}=0.908$ which is just so close to adjusted- R square (0.905) implies that the gender diversity is a good predictor of employment opportunity simply because the difference is negligible (i.e. 0.003). This directly implies that the 90.8% of employment opportunity is explained by a unit change in gender diversity in the selected organization, and the remaining 9.2% was attributed to other factors not accounted by this model.

Table 4.4.2: ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	102.862	1	102.862	1168.886	.000 ^b
	Residual	10.388	118	.088		
	Total	113.250	119			

a. Dependent Variable: Employment Opportunity

b. Predictors: (Constant), Gender Diversity

The ANOVA table 4.4.3, indicates the overall significant level between gender diversity and employment opportunity. Hence, it was follows that the ratio of regression sum of square (102.862) over the total sum of square (113.250) produces the same result as the $R\text{-square}$

(0.908) which implies that the model account for most of the variation in the outcome variable in employment opportunity. Hence, the $p\text{-value}=0.000$ and $F\text{-calculated}$ ($1168.886>3.84$) fall outside the rejection region which means that there is significance relationship between gender diversity and employment opportunity at 5% level of significant.

Table 4.4.3: Regression Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	-.392	.115		-3.409	.001
Gender Diversity	.635	.076	.953	8.355	.000

a. Dependent Variable: Employment Opportunity

Table 4.4.3 revealed that gender diversity is contributing to employment opportunity ($\beta=0.635$, $t=8.355>1.64$; $p=0.00<0.05$) at 5% level of significant. The significant increase of gender diversity by 1% will cause increase in employment opportunity by 63.5% in selected organization. Therefore, gender diversity is a significant factors in the simple regression model at 95% confidence level. This directly implies there is significant effect of gender diversity on employment opportunity at 5% level. In other word, if gender diversity is zero, then the employment opportunity would drop by 39.2% (i.e. $GOS=0$); this repressive effect on employment opportunity is significant as shown in the vector error correction ($c=-0.392$). This aligned with the findings of Oloni, (2016) that that women are marginalized in many decent works because of the nature and type of job, while they are limited to trading and farming which they usually do in the informal sector.

H₀₂: Demographic background (such as: age, marital status, sex) has no significant effect on employment opportunity.

Table 4.4.4: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.891 ^a	.794	.791	.64259

a. Predictors:(Constant),Demographic (Age, Marital status, Sex)

The result in the model summary table 4.4.4 indicates $R^2=0.794$ which is the coefficient of determination of jointly regressed variables of demographic which include; age, marital status, sex which jointly explained that 79.4% variance of employment opportunity is accounted specifically for the diverse demographic variables, while the remaining 20.6% could be due to the effect of extraneous variables not explained in the model. The adjusted R-square (0.791) which is a value just so close to R-square (0.794) depicts the fact that if the model is sampled from the population rather than the sample it will account for a negligible difference of 0.2% variation in the outcome. Therefore, the model fitness is good. $R=0.891$ which implies that the relationship between demographic variables and employment opportunity exists because the correlation coefficient is close to 1.

Table 4.4.4: ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	272.819	3	90.940	149.327	.000 ^b
	Residual	70.610	116	.609		
	Total	343.429	119			

a. Dependent Variable: Employment Opportunity

b. Predictors: (Constant), Age, Marital Status, Sex

Table 4.4.9 presents the overall diagnostic test of significant of relationship in the model summary using Analysis of Variance (ANOVA) between the three levels of diverse demographic variables (age, marital status, sex) and employment opportunity. The ANOVA results for regression coefficients indicate the significance of the relationship in $F=149.327 > F\text{-table}=3.84$ at a degree of freedom of (3, 116); i.e. $P\text{-value}=0.00$ is less than 0.05. This indicates that the three diverse demographic significantly predict the employment opportunity (meaning it is a good fit for the model). Therefore, a significant relationship between diverse demographic group and employment opportunity exists at 95% confidence level.

Table 4.4.6: Regression Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	-.517	.165		-3.127	.002
Age	.352	.044	.305	8.062	.000
Marital Status	.602	.036	.658	16.835	.000
Sex	.227	.041	.199	5.528	.000

a. Dependent Variable: Employment Opportunity

From regression Table 4.4.6, it can be deduced that diverse age group ($\beta=0.352$), marital status ($\beta=0.602$) and sex group ($\beta=0.227$) have positive impact on employment opportunity in the selected organization. 35.2% increase in employment opportunity is caused by 1% increase in diverse age group. Marital status with ($\beta = 0.602$) implies that 60.2% increase in employment opportunity is significantly caused by 1% increase in diverse marital status while sex group with ($\beta = 0.227$) equally signifies 22.7% increase in employment opportunity is caused by 1% increase in diverse sex group in the selected organization. This result implies that all dimensions of diverse demographic variables have positive significant

effect on employment opportunity as revealed in the results of model summary in table 4.4.6 and ANOVA table 4.4.5 above. The constant of regression analysis ($c=-0.517$) further in the prediction was that if age=marital status=sex=0, then the employment opportunity reduce by 51.7% and this implies that the removal of these diverse demographic variables have significant effect on employment opportunity at 5% level. Therefore, it seems that the zeroing of the demographic variables in the course of employment in the workplaces can be used to drawn inference.

Thus in practice finding have shown that diverse marital status is more instrumental when choosing demographic at work than the rest of others in the model. Hence, the null hypothesis 2 is rejected and the alternative hypothesis is accepted by posited that the demographic background (such as: age, marital status, sex) has significant effect on employment opportunity at 5% level of significant. This finding commensurate the assertion of Corbridge and Pilbeam (2010) that delineates diversity as dealing with a person or group of people with a reduced consideration because of incapacity, race, religious conviction, marital status, age, sex or sexual alignment or by applying certain conditions or requirements that are more easily satisfied by one group than another.

H₀₃: Gender inequality has no significant effect on employment opportunity.

Table 4.4.7: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.891 ^a	.794	.791	.64259

a. Predictors: (Constant), Gender Inequality

The result in the model summary table 4.4.7 indicates $R^2=0.794$ which is the coefficient of determination of gender inequality regressed over employment opportunity. This explained about 79.4% variance in employment opportunity for a unit increase in gender inequality, while the remaining 20.6% could be due to the effect of stochastic error duly affected extraneous variables not accounted in this model. The adjusted R-square

(0.791) which value was just so close to R-square (0.794) depicts the fact that if the model is sampled from the population rather than the sample it will account for a negligible difference of 0.3% variation in the outcome. Therefore, the model fitness is good, and the $R=0.891$, implies the relationship between gender inequality and employment opportunity is strongly exists as the correlation coefficient approaches +1.

Table 4.4.8: ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	272.819	1	272.819	456.219	.000 ^b
Residual	70.610	118	0.598		
Total	343.429	119			

a. Dependent Variable: Employment Opportunity

b. Predictors: (Constant), Gender Inequality

Table 4.4.5 presents the overall diagnostic test of significant of the relationship between gender inequality and employment opportunity using Analysis of Variance (ANOVA). The ANOVA results for regression coefficients indicate the significant relationship between gender inequality and employment opportunity is significant, as indicated in the, $F\text{-test}=108.176 > F\text{-table}=3.84$ at a degree of freedom of (1, 118); i.e. $P\text{-value}=0.00$ is less than 0.05. This indicates that the gender inequality significantly predict the employment opportunity in selected organization (meaning it is a good fit for the model). Therefore, a significant relationship between gender inequality and employment opportunity exists at 95% confidence level.

Table 4.4.9: Regression Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	-.450	.165		-2.727	.000
Gender Inequality	.587	.041	.891	14.317	.000

a. Dependent Variable: Employment Opportunity

From regression table 4.4.9, the result show that Gender inequality ($\beta=0.587$), has positive significant effect on employment opportunity in the selected organization, and that 58.7% increase in employment opportunity is caused by 1% increase in gender inequality. Though, gender inequality can cause repressive effect by 45% if remove from the model. That is, if (gender inequality=0) it would cause about 45% decrease in employment opportunity in selected organization. This result implies that the selected organization is sensitive to gender inequality which has positive significant influence on employment opportunity at Kam Wire Industry Ilorin, as revealed in the vector-error correction (i.e., constant=c=0) in table 4.4.9 above. Therefore, it is not decision-wise to ignored the gender inequality from the model. Hence, the null hypothesis 3 is rejected and the alternative hypothesis is accepted by posited that there is significant effect of gender inequality on employment opportunity at 5% level. This findings commensurate with the previous work of Ifemeje (2016) that inter-alia, the galaxies of gender discriminatory laws still exist in Nigeria and that the gender inequalities in the system have occasioned an intense marginalization and subjugation of Nigerian women to the background, in virtually every sphere of life.

4.4 Discussion of Findings

Findings have shown that gender diversity is contributing to employment opportunity ($\beta=0.635$, $t=8.355>1.64$; $p=0.00<0.05$) at 5% level of significant. The significant increase of gender diversity by 1% will cause increase in employment opportunity by 63.5% in selected organization. Therefore, gender diversity is a significant factors in the simple regression model at 95% confidence level. This directly implies there is significant effect of gender diversity on employment opportunity at 5% level. In other word, if gender diversity is zero, then the employment opportunity would drop by 39.2% (i.e. $GOS=0$); this repressive effect on employment opportunity is significant as shown in the vector error correction ($c=-0.392$). This aligned with the findings of Oloni, (2016) that that women are marginalized in many decent works because of the nature and type of job, while they are limited to trading and farming which they usually do in the informal sector.

Also, it is deduced that that diverse age group ($\beta=0.352$), marital status ($\beta=0.602$) and sex group ($\beta=0.227$) have positive impact on employment opportunity in the selected organization. 35.2% increase in employment opportunity is caused by 1% increase in diverse age group. Marital status with ($\beta = 0.602$) implies that 60.2% increase in employment opportunity is significantly caused by 1% increase in diverse marital status while sex group with ($\beta = 0.227$) equally signifies 22.7% increase in employment opportunity is caused by 1% increase in diverse sex group in the selected organization. This result implies that all dimensions of diverse demographic variables have positive significant effect on employment opportunity as revealed in the results of model summary in table 4.4.6 and ANOVA table 4.4.5 above. The constant of regression analysis ($c=-0.517$) further in the prediction was that if $age=marital\ status=sex=0$, then the employment opportunity reduce by 51.7% and this implies that the removal of these diverse demographic variables have significant effect on employment opportunity at 5% level. Therefore, it seems that the zeroing of the demographic variables in the course of employment in the workplaces can be used to drawn inference. Thus in practice finding have shown that diverse marital status is more instrumental when choosing demographic at work than the rest of others in the model. Hence, the null hypothesis 2 is

rejected and the alternative hypothesis is accepted by posited that the demographic background (such as: age, marital status, sex) has significant effect on employment opportunity at 5% level of significant. This finding commensurate the assertion of Corbridge and Pilbeam (2010) that delineates diversity as dealing with a person or group of people with a reduced consideration because of incapacity, race, religious conviction, marital status, age, sex or sexual alignment or by applying certain conditions or requirements that are more easily satisfied by one group than another.

Lastly, finding revealed that gender inequality ($\beta=0.587$), has positive significant effect on employment opportunity in the selected organization, and that 58.7% increase in employment opportunity is caused by 1% increase in gender inequality. Though, gender inequality can cause repressive effect by 45% if remove from the model. That is, if (gender inequality=0) it would cause about 45% decrease in employment opportunity in selected organization. This result implies that the selected organization is sensitive to gender inequality which has positive significant influence on employment opportunity at Nigerian Immigration Service (NIS) Ilorin, as revealed in the vector-error correction (i.e., constant=c=0) in table 4.4.9 above. Therefore, it is not decision-wise to ignored the gender inequality from the model. Hence, the null hypothesis 3 is rejected and the alternative hypothesis is accepted by posited that there is significant effect of gender inequality on employment opportunity at 5% level. This finding commensurate with the previous work of Ifemeje (2016) that inter-alia, the galaxies of gender discriminatory laws still exist in Nigeria and that the gender inequalities in the system have occasioned an intense marginalization and subjugation of Nigerian women to the background, in virtually every sphere of life.

CHAPTER FIVE

Summary of Findings, Conclusion And Recommendations

5.1 Introduction

The main aim of this study is to investigate the effect of diversity management on organization performance, using kam-wire industry Ilorin. This chapter summarizes the main findings of the study. The arrangement for the presentation is guided by the hypotheses stated for discussion. The conclusion that follows is drawn from the findings, while recommendations are suggested for any imbalance exposed by the study.

5.2 Summary

The findings show gender diversity management with respect to employment opportunity in kam-wire industry Ilorin which is used to measure the degree of employment opportunity. One hundred and twenty (120) questionnaires out of one-hundred and forty-two (142) were filled and the returned giving a response rate of 84.5%, which is generally accepted in research since it above the 60% specified in the rule of thumbs. However, the findings show overall that consistency is higher in the respondents' opinion that the organization understands the concept of gender diversity and its effect on employment opportunity. Finding revealed was that managing gender, was more likely to achieve the set goals of kam-wire industry Ilorin especially for enhancement of job opportunity.

Also, diverse demographic is positive related with employment opportunity and that diverse marital status is more instrumental when choosing demographic at work than the rest of others in the model. This characteristic of demographic was meant to guide individuals during the process of social interactions in the organization. Consequently, findings show that age, marital status and sex were tested positive in correlation to employment opportunity and that there is significant effect of diverse demographic variables on employment opportunity at 5% level.

Other finding revealed that inter-alia, the galaxies of gender discriminatory laws still exist in Nigeria and that the gender inequalities in the system have occasioned an intense

marginalization and subjugation of Nigerian women to the background, in virtually every sphere of life. The following are the main summary of findings in the study:

- I. There is significant effect of gender diversity on employment opportunity at 5% level
- II. Also, Inter-alia,galaxies of gender discriminatory laws has no significant in Nigerian employment.
- III. Demographic background (such as: age, marital status, sex) has significant effect on employment opportunity at 95% confidence level
- IV. Gender inequality has no significant effect on employment opportunity at 5% level

5.3 Conclusion

This study concludes that gender diversity management in kam-wire industry Ilorin is a broad and complex issue. The organization truly values gender diversity because of the nature and type of job engagement which in favour of more male than female in the study. As a rule, the organization is most comfortable with those like themselves and emphasizing gender diversity may undermine their comfort level. This study established the direct effect of gender diversity management on employment opportunity in kam-wire industry Ilorin, and concluded that the inter-alia, the galaxies of gender discriminatory laws still exist in Nigeria and that the gender inequalities in the system have occasioned an intense marginalization and subjugation of Nigerian women to the background, in virtually every sphere of life The relationship between gender inequality on employment opportunity is equally significant. Also, going by the finding of diverse demographic through a diverse age group, marital status and sex group logically matched the employee engagement in selected organization. Basically, the main purpose of gender diversity management is to maintain equality in the organization by overcomes the discrimination on the basis of gender, age, sex background. This study conclude that discrimination on the basis of gender, age, marital characteristics may also be controlled by adopting diversity management because it can generates to employee's job match, which ultimately leads to improved job opportunity in

selected organization. Therefore, managing gender diversity issues, in this way, can be one step forward to solve job-related issues and control employees' turnover intention regarding the gender, marital, age differences. Hence, this study has significant importance on sustainable organizational development and strategic contribution to behavioral studies of kam-wire industry Ilorin. The study show that strong positive relationship exists between gender, age and marital background and employment opportunity. This means that the selected organization has good standing for managing issues of workforce related to diverse gender, age and marital group for improvement in employment opportunity. Besides that, other harmful effect of gender, marital and age dissimilarity seem stronger than the positive effects, based on conclusions in the study that diverse groups with increased marital dissimilarities are often characterized by less teamwork and productivity, less cohesion, and lesser in solving problems and lower performance.

Therefore, it comes to conclusion that that failure in adopting gender diversity management may affect the employment opportunity and may result to poor job performance among employees in kam-wire industry Ilorin.

5.4 Recommendations

The following recommendations were drawn from the findings of the results:

- I. Management and Stakeholders in kam-wire industry Ilorin should review the policy implementation of diverse gender so as to maintain fair and equity system to job characteristics in diverse gender group that do not compromise the employment opportunity in public service.
- II. Government should devise means of resolving issue of diverse demographic group in order to improve job satisfaction and employee performance. The government can do this by provide diversity management strategy which leads to an exchange between job demand and job supply on the basis of job match, which serves as a useful tool to reduce workplace negativism in gender, marital and age differences.

- III. Gender inequality should be removed to allow employee's desire for job satisfaction and retain talents in kam-wire industry Ilorin

5.4 Contributions to Knowledge

This study provides unique contribution to the literature and is useful for administrative practitioners for implementation of gender diversity management in the organization for the favour of employment opportunity and job assignment.

Also, it has both theoretical and practical implications for employers and policymakers to understand changing workforce demographics and the impact of increasing diversity on employment opportunity in the workplace. The important contribution in theory was that, as the workforce grows more diverse, tensions over diversity issues are likely to rise. Practically, gender difference and age stereotypes features given to people who belong to a specific group can be a significant drain on the energy of the people involved, especially minority workers who are more likely to feel oppressed by the differences.

To employers, these diversity changes in workforce demographics find themselves at a competitive disadvantage. However, the organization that achieves the conditions of gender diversity management with full integration of minority members both formally and informally, with an absence of prejudice and discrimination, and low levels of inter-group differences will create an environment in which all members can contribute to their maximum potential, and in which the value in diversity can be fully realized in employee's job satisfaction.

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KWARA STATE POLYTECHNIC ILORIN
INSTITUTE OF FINANCE AND MANAGEMENT SCIENCE

Dear Sir / Ma,

I am an undergraduate student of the above-named department and institution. I am carrying out a research on **“EFFECT OF GENDER DIVERSITY MANAGEMENT ON ORGANIZATION PERFORMANCE”**. I humbly request that you assist in supplying answers to the needed information contained in this questionnaire to enable me complete the research. Your contribution would contribute greatly towards the development of this project and all the responses would be treated with utmost confidentiality.

Thanks for your anticipated.

Yours faithfully,

SECTION A: BACKGROUND INFORMATION

INSTRUCTION: Please tick (✓) in the space provided below to indicate your choice of answer.

- Gender: a. Male () b. Female ()
- Age: a. 20-25 () b. 26-30 () c. 30-40 () d. 41-45 () e. 46-50 () f. 51 and above ()
- Marital Status: a. Single () b. Married () c. Divorced/Separated () d. Widowed ()
- Religion: a. Islam () b. Christianity () c. Others (Specify)
.....
- Highest Educational Qualification: a. Below School Certificate () b. WAEC/NECO/SSCE () c. ND/NCE () d. Bachelor Degree/HND/Professional Certificate () e. MSc/PhD ()
- Status in the University: a. Junior Staff () b. Admin & Technical Staff () c. Academic Staff ()
- Nature of Employment: a. Permanent Staff () b. Temporary Staff () c. Contract Staff ()

SECTION B: Please indicate the extent to which you **agree** or **disagree** with each statement listed below by **tick**ing the option that reflects your opinion according to the following scale:

Strongly Agree (SA); Agree (A); Undecided (U); Disagree (D) and Strongly Disagree (SD)

No	SECTION A: GENDER AND EMPLOYMENT	SA	A	U	D	SD
1	Promotion Opportunities/Job Performance Management is treated equally in this institution.					
2	Male staff are given promotion opportunities more in this institution.					
3	My gender does influence my Promotion Opportunities and Job Performance.					
4	There should be equality when assessing the Promotion Opportunities and Performance among the staff in any institutions.					
5	There should not be Promotion Opportunity gaps among employees of the same level in the institution.					
6	I am looking forward to promotion/ career advancement but being denied as a result of my gender.					

SECTION B: GENDER DIVERSITY						
No	ITEMS	SD	D	U	A	SA
		1	2	3	4	5
1	There is equal opportunity for career growth and advancement for women in my organization					
2	Opposite gender can perform well and I enjoy working with them					
3	Employees have not been discriminated by employer during promotional opportunities based on gender					
4	Dissimilarity in gender leads to poor effectiveness					
5	Workforce of the same gender can easily form working groups					
SECTION C: AGE DIVERSITY						
No	ITEMS	SD	D	U	A	SA
		1	2	3	4	5
1	My team leader includes all members of different ages in problem solving					
2	Age difference affects group formation in the workplace					
3	Differences in age affects consensus building among employees.					
4	Age differences affects group effectiveness					
5	I have no problem working with people of different age					
6	I feel motivated to work with employees of the same age group					
SECTION D: ETHNIC DIVERSITY						
No	ITEMS	SD	D	U	A	SA
		1	2	3	4	5
1	Working with colleagues from different ethnic background influences my decision making ability					
2	Different languages used to communicate in the workplace do not create conflict among employees.					