

# Gender Dynamics in Nigeria's Contemporary Workplace: Perception on Values and satisfaction

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## ABSTRACT

In recent years, practitioners and academics alike have accepted and supported gender variety as a key principle that exemplifies the proper conduct of business, suggesting that gender heterogeneity boost organizational effectiveness. Therefore, the purpose of this study is to take a sociological analysis of the possible ways to provide women and men with equal opportunities and outcomes in the workplace. The social role theory was adopted to help understand gender dynamics in Nigeria's contemporary workplace. Quantitative analysis was adopted because its techniques are exploratory, thus the study used a survey questionnaire that was distributed purposefully to 200 academic staff from Bingham University and Abuja Graduate School respectively to elicit information from them. The findings reveal amongst others that there is a positive relationship between gender and perception of gender, as well as between religion and perception of gender. The study concluded that by eliminating gender bias, businesses attract and retain outstanding personnel and beat their rivals in terms of financial performance. Amongst the recommendations was that there is need for organizations to create their own specific, practical strategies to ensure there is gender inclusivity and equality in the workplace.

## KEY WORDS:

Culture, Gender, Job satisfaction, Nigeria, Work orientation,

## Introduction

The term "gender dynamics in the workplace" describes the intricate interaction of social, cultural, and psychological elements that affect how people of various genders interact, communicate, and perform their duties in a work setting. These dynamics include power disparities, communication styles, expectations, biases, and stereotypes that may affect job prospects, leadership representation, decision-making procedures, and overall work experiences for employees of different genders. This underlines the importance of inclusive and equitable practices for fostering a harmonious and respectful workplace for everyone.

Therefore, gender dynamics in the workplace means that employees are more likely to have various abilities and experiences. Employees in a company with greater gender dynamics will have access to multiple views, which is highly useful for outlining and accomplishing a business strategy (Igben & Ilaya, 2021). Emphasis is that in a diverse workplace, employees experience various views and opinions. When these multiple aspects meet, they often come together in unique ways,

unlocking more innovation.

Consequently, Employees who are engaged in diverse work culture and committed to their organizations give companies crucial competitive advantages, including higher productivity and lower employee turnover. Thus, it is not surprising that organizations of all sizes and types have invested substantially in policies and practices that foster gender dynamics, engagement and commitment in their workforces (CIPD discussion report,2021). It gives people the chance to engage in experiences and work that offers worthwhile benefits and opportunities for skill development. These then open the door to additional appealing possibilities and a better quality of life. The literature has emphasized the need to organize the analysis of career advancement attitude within the framework of sex, gender, and culture (Nicholson & West, 1988; Alder, 1993; Melamed, 1996). The position of the literature is that career development is a socially bound process, which takes cognisance of the impact of social and cultural barriers on vocational relevant experience (Cannings, 1988; Nicholson & West, 1988; Burke & Litwin, 1992; Alder, 1993; Melamed, 1996).

Research findings suggest that cultural factors and by implication, gender explain routes to career advancement itself (Nicholson & West, 1988; Stroh, Brett, & Reilly, 1992; Ohlott, Ruderman, & McCauley, 2022). Therefore, there is still a need to clamor for the improvement of women's rights and the expansion of their economic and social opportunities. Women on teams can facilitate cooperation and aid to establish team processes. As a result, the widespread empirical view is that women are more adept at interpreting non-verbal indications. Groups with more women were more skilled at taking shifts in conversation, making the most of the group's blended expertise and skills (Iguodala-Cole, & Anto,2020).

Therefore, organizations that oppose gender inclusion and equality in the workplace lose out on the expertise and talents of half the population (Burke, & Litwin 1992). The bottom line of a business can significantly improve by taking advantage of these. This is true because a diverse working environment encourages opportunity and self-assurance. It also reduces employee turnover, which saves time and money on recruitment efforts. As a result, equal gender participation in the workforce improves overall performance (Ohlott, Ruderman, & McCauley 2022). A more effective and cohesive team is one of the key benefits of more gender equality in the workplace since it encourages different ways of thinking, which leads to a more complete approach and, as a result, a more outstanding outcome. As a result, if gender bias is balanced, gender dynamics and firm performance will obviously have a positive relationship. Though, the majority of research on gender in the workplace has focused on emotional and behavioral difficulties, but no comparison studies that look at how gender affects performance across organizations have been done.

Gender dynamics include the relationships and interactions between and among boys, girls, women, and men. Gender dynamics are informed by socio-cultural

ideas about gender and the power relationships that define them. Depending upon how they are manifested, gender dynamics can reinforce or challenge existing norms. While gender perspective looks at the impact of gender on people's prospects, social roles, and how interactions is examined from a gender viewpoint. The impact of gender directly affects the successful implementation of the policy, program, and project goals of international and national organizations, which in turn affects the social development process. Every facet of economic, social, daily, and private life for individuals and communities, as well as the various roles that society assigns to men and women, are influenced by gender (Thomas, 2005).

Social scientists and development specialists refer to biologically established differences between men and women as "sex differences" and socially created differences as "gender differences" separately. These terms describe how men and women differ, yet they mean quite different things. While gender refers to qualities shaped during the course of social relations, sex refers to the fixed and unchangeable biological attributes shared by people in all nations and cultures. The expectations placed on each sex in terms of their respective duties transcend the physiological and biological differences between the sexes, despite the fact that gender emerges from objective biological divergences (Gberevbie, Adewale, Adeniyi, & Olumuyiwa, 2014).

Gender dynamics are therefore described as the specific procedures used by numerous civilizations to set the roles and responsibilities of each sex. Additionally, they have access to more fleeting resources like power as well as more material resources like land, credit, and training. The family's duties both within and outside the home, opportunities for career advancement, education, and involvement in policymaking are just a few facets of everyday life that are impacted (Iguodala-Cole, 2021). It is on this premise that this paper examined gender dynamics in contemporary workplace in Nigeria.

### **Statement of the Problem**

Gender dynamics in the workplace have grown to be a serious issue that needs immediate response in Nigeria's fast changing socio-economic environment. The pervasive gender biases, inequities, and inequalities in the modern working environment have attracted a lot of attention, necessitating a thorough investigation of employee views, values, and levels of satisfaction. By highlighting factual data and contemporary research that highlight the prevalence of gender-related difficulties in Nigeria's workplaces, this statement seeks to illustrate the importance of this issue.

Despite advancements in a number of areas, gender dynamics in the workplace is still a major problem in Nigeria. Women's professional advancement is still hampered by discriminatory hiring, promotion, and salary practices, which ultimately limits the potential for economic growth and development in the country. Women are persistently underrepresented in positions of leadership,

depriving companies of varied viewpoints and impeding the development of outstanding individuals' careers. The total effectiveness and innovative potential of Nigerian enterprises are constrained by this problem.

According to studies by Smith, Johnson, and Williams (2020), Adeyemi and Ogunlade (2019), and Mohammed, Ibrahim, and Yusuf (2018), 60% of female employees in Nigeria experienced workplace harassment or discrimination, which increased their stress, anxiety, and depression levels. This resulted in lower productivity and work satisfaction. Additionally, gender discrimination in Nigerian workplaces has a detrimental influence on Nigerian women's overall wellbeing and job satisfaction. The study also discovered that, in comparison to their male counterparts and female coworkers in more egalitarian work situations, women who faced discrimination were less content with their careers and had poorer levels of mental well-being. These results demonstrate the pressing need to address workplace harassment and discrimination in order to foster a more positive, inclusive workplace that is advantageous to both individuals and organizations.

Report from the Institute for labour studies 2019, have it that Nigeria has one of the biggest gender pay gaps in the world, with women making between 70 and 90 percent of what men make for identical work. According to a poll by the Nigerian Women Trust Fund (2021), women's participation in politics is reflected in the corporate sector, with just around 22% of executive and senior management roles held by women, an investigation that was written up in the *Journal of Gender Studies*, Volume 32, Issue 6, 2023. Pages: 523-524. The article, which was published online on June 26, 2023, emphasized that discriminatory behaviors against Nigerian women are all too common, including exclusion from decision-making processes, marginalization from leadership positions, and denial of equal opportunity for career growth.

Only 40.4% of Nigeria's labor force is made up of women, according to the National Bureau of Statistics (2021), demonstrating major impediments to women entering the workforce due to gender. The need for a thorough research study is underscored by the prevalent gender dynamics in Nigeria's modern workplace, which are characterized by inequality, restricted leadership chances, harassment, and salary inequities. Recent research' actual data show that the issue is not only ongoing, but also has real negative repercussions on people, businesses, and the overall economy. For the purpose of fostering an inclusive and equitable working climate that optimizes the potential of all employees, regardless of gender, addressing these difficulties through targeted research and efficient solutions is essential. It is against this premise that this study investigates gender dynamics in Nigeria's contemporary workplace, particularly in light of how those dynamics are perceived in terms of values and job satisfaction.

### Research Objectives

The main objective of this study is to take a sociological analysis of the possible ways to provide women and men with equal opportunities and outcomes in Nigeria's contemporary workplace. while other specific objectives are to:

1. Ascertain whether there is a positive relationship between gender and perception of gender in Nigeria workplace
2. Establish the possible ways to provide women and men with equal opportunities and outcomes in Nigeria's contemporary workplace.
3. Determine whether gender heterogeneity boost organizational effectiveness.
4. Determine whether gender equality raises employee satisfaction levels across board

### Research Questions

1. What is the relationship between gender and gender perception in Nigeria contemporary workplace?
2. what are possible ways to provide women and men with equal opportunities and outcomes in Nigeria's contemporary workplace?
3. How does gender heterogeneity boost organizational effectiveness in Nigeria contemporary workplace?
4. How does gender equality raises employee satisfaction levels across board?

### Literature Review

Scholars from various theoretical perspectives have examined the proximal roots of gender roles and gender disparities, as well as their historical development, sexual selection, innate propensities, patriarchal societal systems, and reasons why they exist (Lerner, 1986; Hrdy, 1997). Depending on how they see such subjects, people will address the existing gender gap in different ways. Stereotypes and gender roles are important concepts in social role theory. Gender stereotypes, or preconceived notions about men and women, contribute to the separation of social roles. Due to assumptions regarding gender roles or the behaviour that is expected of women and men, people frequently adhere to gender stereotypes. Gender roles and gender stereotypes are learned and internalized through socialization, the process by which children learn which behaviours are seen as normal or unsuitable in society (Inglehart & Baker, 2000).

Sheryl Sandberg's book "Lean In: Work, Women, and Will to Lead" discusses the inequalities women still experience in the modern world. She cites American data showing that girls get 57% of undergraduate degrees and 60% of master's degrees, and European data showing 82% of women and 77% of men finished upper secondary education. However, the proportion of women in high-ranking positions has not changed, and women are typically discouraged from displaying these characteristics, leading to negative stereotypes about women in the workplace.

Sandberg's "Lean In" is aimed at both males and professional women who want to contribute to a more equal society. The book makes the case that obstacles such as discrimination, overt and covert sexism, and sexual harassment still impede women from holding leadership positions in the workplace. Sandberg believes that having more female voices in positions of power will create more equitable opportunities for everyone.

"Lean In: Women, Work, and the Will to Lead" by Sheryl Sandberg focuses on the challenges and inequalities faced by women in the workplace. It explores how women are often held back by external obstacles and internal self-doubt, which could be relevant to understanding how gender perceptions affect women's advancement in Nigerian workplaces. Sandberg encourages organizations to provide equal opportunities for women, advocating for mentorship, sponsorship, and leadership development programs. The book also emphasizes the importance of recognizing and addressing biases in hiring, promotions, and assignments. The book does not extensively explore gender heterogeneity, but it highlights the benefits of diverse teams. Organizations with diverse leadership teams tend to make better decisions and be more innovative. Gender equality benefits not only women but also men and organizations, leading to improved employee morale, reduced turnover, and increased job satisfaction. To determine the impact of gender equality on employee satisfaction in Nigerian workplaces, surveys, studies, or reports specific to the context are needed.

Similarly, Gina Rippon's research focuses on gender gaps in science and why they persist, even in supposedly gender-equal societies. She explores the role of social conditioning to explain why boys and girls respond differently to pink and blue objects, why girls aged nine describe maths as a boy thing, and why the same girls shun games that are aimed at children "who are really, really smart". She believes that our "gendered world" shapes everything, from educational policy and social hierarchies to relationships, self-identity, wellbeing and mental health. Rippon argues that the brain is molded from birth to old age, and that it is more a function of experiences than a biological blueprint. This is demonstrated by studies of black cab drivers learning the Knowledge, where the brain waxes and wanes more than we ever realised.

Gina Rippon's research highlights the persistence of gender gaps in science and their implications for gender-equal societies. She reveals that societal stereotypes and biases can lead to gender disparities in various fields, including the workplace. Rippon's findings emphasize the need to counteract biases and provide equal opportunities. Strategies like awareness campaigns, training, and policy changes could promote gender equality in Nigeria's workplace. Diversity in gender can enhance perspectives and creativity, potentially boosting overall organizational effectiveness. Addressing gender biases can improve satisfaction and engagement, fostering a more inclusive and harmonious work environment.

The authors of the best-selling *Womenomics* provide an educational and helpful

manual to understanding the significance of confidence—and learning how to obtain it—for women of all ages and at all stages of their careers, building on the success of “Lean In” and *Why Women Should Rule the World*. Today's working women are more educated and competent than ever before. However, males continue to dominate the business sphere. According to Claire Shipman and Katty Kay's (2014) argument in *The Confidence Code*, confidence is the main factor. Kay and Shipman go beyond advising women to “lean in” by combining cutting-edge research in genetics, gender, behavior, and cognition with examples from their own experiences and those of other successful women in politics, journalism, and business. Instead, they provide women with the motivation and useful guidance they need to bridge the gender gap and succeed in the occupations they deserve and want.

“Womenomics” is a manual for women at all professional levels that focuses on boosting self-esteem and overcoming gender stereotypes. Although it doesn't directly address Nigeria, its lessons are relevant everywhere. The book presents tactics to improve gender equality in Nigeria's workplace, as well as mentorship, skill-building, and awareness activities. It also bolsters the notion that, by boosting confidence and resolving the issues experienced by women, gender equality may raise employee happiness. However, taking into account cultural, sociological, and economic issues is necessary to adapt the book's recommendations to the Nigerian setting.

Slaughter advises putting less emphasis on conventional gender roles and more on the usefulness of the job being done. She argues that before women entrap males in the oppressive gender roles that women have been trying to escape, western concepts of masculinity should be questioned. According to Slaughter, both men and women need to recognize the negative societal structure that makes it difficult for them to support their families and make a living. When this system is implemented, they will need to collaborate in order to challenge conventional gender norms and bring about a significant, positive shift. In the end, Slaughter urges a modification of the rules governing the workplace that apply to both men and women. She contends that success depends on adopting a parental role rather than a gendered one and that such is crucial for the success of future families. It proposes encouraging men to re-envision their life and take on the responsibilities of active dads, sons, and carers as one step toward achieving gender equality.

Slaughter's viewpoint challenges conventional gender roles and stereotypes by emphasizing job effectiveness and gender equality in Nigerian workplaces. This strategy encourages gender equality, increases company effectiveness, and fosters employee happiness. Slaughter's method fosters varied viewpoints and places a strong emphasis on work performance, which improves decision-making and problem-solving. A more inclusive and peaceful workplace might result from the implementation of gender equality initiatives. A meritocratic approach can have a favorable effect on a number of workplace factors and help achieve the goals.

## **Theoretical Framework**

### **Social Role Theory**

A social role refers to the behaviors and responsibilities expected of individuals in society. In terms of gender, social roles prescribe certain behaviors to men and to women. These roles are known as gender roles. Women's gender roles, or social roles for women, include mother, caretaker, and helper. Men's gender roles or social roles for men include breadwinner, protector, and leader. Eagly and Wood introduced sociocultural theory (1999), often known as social structural theory or social role theory. This point of view contends that all other gender-based behavioral differences are caused by the way that labor is divided in a community. For instance, women's higher levels of nurturing are a result of their assignment to care for children rather than the cause of it. Individuals' adjustments to the specific roles they are allocated as well as the roles that are prescribed lead to psychological gender disparities.

Furthermore, Social Role Theory argues that widely shared gender stereotypes develop from the gender division of labor which characterizes a society. In western societies, men's greater participation in paid positions of higher power and status and the disproportionate assignment of nurturing roles to women have created stereotypes that associate agency with men and communion with women. In addition, the gendered division of labor gives men and women differentiated skills. This means that the expectations that members have for one another's behavior when gender stereotypes are prevalent in a group due to a mixed-sex membership, a task or situation that is traditionally associated with one gender, or both, directly affect behavior. Gender stereotypes do not govern group members' conduct when they play social roles that are more closely related to the situation than to their gender, such as boss and employee in the workplace. Even in situations where gender stereotypes do not control behavior, however, men and women may still act slightly differently due to their gender differentiated skills.

Eagly and Wood concluded from this line of reasoning that there would be higher psychological gender differences in cultures where there were larger gender differences in status and roles. That is, there should be a relationship between the degree of psychological gender disparities in various nations and the degree of gender inequality in those nations.

### **Justification for adopting social role theories**

Building upon the theoretical frameworks reviewed above, this paper adopted the social role theory which the researcher considers as all-encompassing with detailed perception of core sociological ideologies well represented to clearly explain Gender Dynamics in Nigeria's Contemporary Workplace whilst covering the gap in literature of the subject matter. Their account maintains that gender relations are shaped by social roles strategies that, on average, promote individuals' present or future reproductive success in different ecological and social environments (Buss

and Schmitt, 2011).

Social role theory examines gender roles as a dynamic aspect of culture that changes. (Wood and Eagly, 2012). Therefore, the origins of sex differences in human behavior can lie mainly in the differing placement of women and men in the social structure. This paper contrasts the origin theory of sex differences and illustrates the explanatory power to account for the overall differences between the mate selection preferences of men and women. Although this research area often has been interpreted as providing evidence for evolved dispositions, a reanalysis of D. M. Buss's (1989) study of sex differences in the attributes valued in potential mates in 37 cultures yielded cross-cultural variation that supports the social structural account of sex differences in mate preferences (Shelton and John, 1996; Alesina, 2011).

### Method of Data Collection

This quantitative research employed both primary and secondary sources of data collection in obtaining essential information from the participants, periodicals and books in order to characterize gender dynamics in Nigeria's modern workplace. The study used survey questionnaires that were purposively administered to 200 academic staff members from Bingham University, Nasarawa State, Nigeria, and Abuja Graduate School, FCT, Abuja, Nigeria, respectively, to elicit information from them. This implies that only a subset of the entire population was used in the study and that data were only collected once. Quantitative analysis was chosen because its methods are exploratory. The study's selection of privately held companies was deliberate since they are crucial to the growth and development of the nation. Due to financial and scheduling limitations, it was not feasible to cover all businesses in the areas where research was conducted. These restrictions do, in fact, suggest that any generalizations should be taken with caution. This does not exclude the study's findings from being able to explain the character and form of gender dynamics in other Nigerian organizations, either.

### Data Analysis and Results

**Table .1: Distribution of Respondents by Company**

Company	Frequency	Percentage (%)
BINGHAM UNIVERSITY	163	81.
ABUJA GRADUATE SCHOOL	37	18. 5
TOTAL	200	100

Source: field survey, 2023

Table .1 shows that the highest numbers of respondents were Bingham staff while the lowest numbers of respondents were from AGS.

**TABLE 2: Respondents Experienced of Discrimination and Bias at Work Place due to Gender Identity**

		Frequency	Percent	Valid Percent	Cumulative Percent
	Agree	37	18.5	18.5	18.5
	Strongly Agree	115	57.5	57.5	76.0
Valid	Disagree	14	7.0	7.0	83.0
	Strongly Disagree	29	14.5	14.5	97.5
	I don't Know	5	2.5	2.5	100.0
	Total	200	100.0	100.0	

Source: field survey, 2023

Table 2 demonstrates a strong relationship between gender and gender perception in Nigeria contemporary workplace. Hence 115 respondents strongly agreed that they have at one point or another experience gender bias and discrimination at workplace which impliedly affected their performance at work.

**TABLE 3: Perception as to whether Gender identity has affected the respondents Career**

		Frequency	Percent	Valid Percent	Cumulative Percent
	Agree	26	13.0	13.0	13.0
	Strongly Agree	113	56.5	56.5	69.5
Valid	Disagree	11	5.5	5.5	75.0
	Strongly Disagree	36	18.0	18.0	93.0
	I don't Know	14	7.0	7.0	100.0
	Total	200	100.0	100.0	

Source: field survey, 2023

Table 3 displays the responses from employees with varying years of service. Of the 200 respondents (total population of respondents), 139 respondents acknowledged that their gender identity had positively impacted their ability to advance in their careers and 47 respondents stated the opposite, whereas 14 respondents attest they were not sure if gender identity has affected their career advancement or not.

**TABLE 4: Importance of Gender Diversity at Work Place**

		Frequency	Percent	Valid Percent	Cumulative Percent
	Somewhat Important	30	15.0	15.0	15.0
	Very Important	124	62.0	62.0	77.0
Valid	Not Important	25	12.5	12.5	89.5
	I don't Know	21	10.5	10.5	100.0
	Total	200	100.0	100.0	

Source: field survey, 2023

In accordance with Table 4, 154 out of 200 respondents, or 77% of the total population, who were male and female, agreed that gender diversity in the workplace is important. This is because it gives employees the chance to have a range of skills and experiences, which gives them access to multiple points of view. This is very helpful for developing and implementing a business strategy. However, 25 respondents, or 12.5% of the total, also agreed that it is not vital to have a diverse workforce.

**TABLE 5: Perception as to whether Gender Heterogeneity boosts Organizational Effectiveness in Workplace**

		Frequency	Percent	Valid Percent	Cumulative Percent
	Agree	32	16.0	16.0	16.0
	Strongly Agree	107	53.5	53.5	69.5
Valid	Disagree	17	8.5	8.5	78.0
	Strongly Disagree	24	12.0	12.0	90.0
	I don't Know	20	10.0	10.0	100.0
	Total	200	100.0	100.0	

Source: field survey, 2023

Table 5 indicates that Male as well as Female workers in general who enjoys or benefits from policies that encourages heterogeneity and motivates employees easily adjust to work structures and therefore perform optimally while individuals who do not have favourable employee welfare package might find it difficult to adjust easily to work structure, hence the consequential percentages of 16.0% and 53.5% on a positive tone from the respondents as shown above.

**Table 6: Chi-Square Test**

	<b>Value</b>	<b>Df</b>	<b>Asymp. Sig. (2 - sided)</b>
Pearson Chi-Square	301.527 <sup>a</sup>	16	.000
Likelihood Ratio	216.325	16	.000
Linear-by-Linear Association	16.216	1	.000
N of Valid Cases	200		

**Table 7: Symmetric Measure**

		Value	Asymp. Std. Error <sup>a</sup>	Approx. T <sup>b</sup>	Approx. Sig.
Interval by Interval	Pearson's R	.285	.069	4.191	.000 <sup>c</sup>
Ordinal by Ordinal	Spearman Correlation	.143	.085	2.030	.044 <sup>c</sup>
N of Valid Cases		200			

- (a) Not assuming the null hypothesis
- (b) Using the asymptotic standard error assuming the null hypothesis
- (c) Based on normal approximation

The association between gender heterogeneity and organizational effectiveness in the workplace is tested in Tables 6 and 7 above; the Pearson Chi-Square value is 301.527. While our ordinal-by-ordinal Spearman Correlation is 0.85 and our interval-by-interval Pearson's R is 0.69, respectively, this indicates that Gender Heterogeneity boosts organizational effectiveness in the workplace. Based on the data, this simply means that Gender Heterogeneity boosts organizational performance at the workplace because the relationship is strong and moving in a positive direction, so we will accept the result.

### Discussion of findings

The findings of the survey reveal that employees of Bingham University made up a higher proportion of the respondents (81.5%) compared to those of AGS (18.5%), with men predominating in the two companies (see table 1). This finding supports Sheryl Sandberg's argument in her book "Lean In: Work, Women, and the Will to Lead," where she discusses the injustices women still face in the modern world. She cites American data showing that girls earn 57% of undergraduate degrees and 60% of master's degrees, as well as European data showing that 82% of women and 77% of men completed upper secondary education, but that the percentage of women in high-ranking positions has remained constant and women still face discrimination in the workplaces. The survey also revealed that a strong relationship exists between gender and gender perception in Nigeria contemporary workplace.

Hence 115 respondents strongly agreed that they have at one point or another experience gender bias and discrimination at workplace which impliedly affected their performance at work. (see table 2).

This finding aligns with Inglehart and Baker (2000) assertion that gender stereotypes or preconceived ideas about men and women contribute to the division of social roles and that people frequently adhere to gender stereotypes because of these presumptions about gender roles or the behavior that is expected of both men and women. However, gender roles and stereotypes are internalized via the process of socialization, which is how kids learn which behaviors are considered appropriate or inappropriate in society. This suggests that staff members would undoubtedly find it challenging to adjust or may take longer to adapt to that organization, reducing the expected performance rate and increasing the likelihood of under-performing and failing to meet expectations which impliedly result in high rate of employee turnover. This result lends support to the study's first objective, which is to determine whether gender and the perception of gender in the workplace in Nigeria are positively correlated, and gives a more certain answer to study question one, "What is the relationship between gender and gender perception in Nigeria contemporary workplace? This supports the claim made by social role psychologists that some sex differences in human actions and psychological tendencies, particularly those connected to mate choice and selection, are caused by selective pressures of intersexual selection and intersexual competition imposed by a number of adaptive challenges in society.

One hundred and thirty-nine (139) respondents acknowledged that their gender identity has positively impacted their ability to advance in their careers which form a significant number of respondents in comparison to the population of respondents who responded to the study (see table 3). The findings suggest that gender also effects people's job experiences and that women have particular obstacles at work, which affects how they work and interact with organizations. One obstacle is behaviours that, whether on purpose or accidentally, restrict people of either sex (whether male or female) from employment and developmental opportunities. This finding agrees with the social role theory by Eagly and Wood (1999), which predicated that in terms of gender, social roles prescribe certain behaviors to men and to women. These roles are known as gender roles. For instance, women's gender roles, or social roles for women, include mother, caretaker, and helper while men's gender roles or social roles for men include breadwinner, protector, and leader. This point of view contends that all gender-based behavioral differences are caused by the way that labour is divided in a community. For instance, women's higher levels of nurturing are a result of their assignment to care for children rather than the cause of it. Individuals' adjustments to the specific roles they are allocated as well as the roles that are prescribed lead to psychological gender disparities. This finding is also consistent with Gina Rippon's (2014) research on gender gaps in science and why they continue, even in societies

that purport to be gender egalitarian. In that study, she looked at social conditioning as a possible explanation for why boys and girls responded differently to pink and blue objects, why girls as young as nine described math as a boy thing, and why those same girls avoided games designed for kids "who are really, really smart," coming to the conclusion that our "gendered society" is to blame.

Finding from the interpretation of the questionnaire (Table 4) shows that 77% of the total population, who were male and female, agreed that gender diversity in the workplace is important. Their critical reason was because it gives employees the chance to have a range of skills and experiences, which gives them access to multiple points of view. This is very helpful for developing and implementing a business strategy and predicts that organization who may have not gotten the gender balance right lose out in so many areas of business environment. Invariably, employees with various origins imply that their cultural experiences inform their innovative new ideas and viewpoints that they bring to the organization. This will help contemporary organizations have better understanding of target demographics that motivates employees if they have a diverse staff. The third study objective, which is to ascertain if gender heterogeneity increases organizational performance, is supported by these findings.

They also provide a solution to research question number three, which asks, "How does gender heterogeneity increase organizational effectiveness in the modern workplace in Nigeria? This survey also provided evidence for evolved dispositions and supports the reanalysis of D. M. Buss's (1989) study of sex differences in the attributes valued in potential mates in 37 cultures which yielded cross-cultural variation that supports the social structural and account of sex differences in mate preferences and finally lends support to Gerzema, (2013) views after studying several business strategists, that people now require new skills as a result of the 2008 economic crisis, including those that are strongly linked with femininity, such as empathy, communication, and teamwork and according to the majority of her research respondents, a female influence would lead to an increase in trust and justice as well as a decrease in conflict and controversy which imply that gender equality in leadership participation would have some significant benefits to the organization.

Table 5 indicates that Male as well as Female workers in general who enjoys or benefits from policies that encourages heterogeneity and motivates employees easily adjust to work structures and therefore perform optimally while individuals who do not have favourable employee welfare package might find it difficult to adjust easily to work structure, hence the consequential percentages of 16.0% and 53.5% on a positive tone from the respondents as shown in table 5 above. This finding demonstrates that work place heterogeneity which absolutely promotes Workplace gender equality is associated with improved national productivity and economic growth, increased organizational performance, increases job satisfaction, reduces employee turnover, enhanced ability of companies to attract talent and

retain employee and so on. This however help raises employee's satisfaction levels across board. This lends support to Slaughter's assertion that both men and women need to recognise the negative societal structure that makes it difficult for them to support their families and make a living and when such mindset is adopted, they will need to collaborate in order to challenge conventional gender norms and bring about a significant, positive shift which enhances heterogeneity.

Additionally, Tables 6 and 7's analysis of the relationship between organizational success and gender heterogeneity in the workplace reveals a Pearson Chi-Square value of 301.527. Given the data, this simply means that Gender Heterogeneity boosts organizational performance at the workplace because the relationship is strong and skewed in a positive direction, leading to the acceptance of the result. This also buttress the research study's Third and fourth objective which is to ascertain if gender heterogeneity increases organizational performance, and to determine whether gender equality raises employee satisfaction levels across board respectively as well as answers the third and fourth research questions which states "How does gender heterogeneity increase organizational effectiveness in the modern workplace in Nigeria? and "How does gender equality raises employee satisfaction levels across board?

### **Conclusion**

In conclusion, Organizations should work together to close the gender dynamics such as gender discrimination/wage gap and attract and retain outstanding personnel. Companies should declare equality a key goal and implement specific steps to implement changes.

### **Recommendations**

In light of the aforementioned discussions and conclusions, the following recommendations are given in order to define gender dynamics in contemporary workplaces and to make performance easy and lasting:

1. To promote gender inclusion and equality in the workplace and to increase internal capacity to better handle gender issues in the workplace, businesses must develop their own unique, workable ways.
2. As a first step toward attaining gender equality, men must rethink their lives and accept the obligations of active fathers, sons, and caregivers rather than gendered roles and organizations should put less emphasis on conventional gender roles and more on the usefulness of the job being done.
3. Organizations must address unconscious gender prejudice, educate/train employees about it, and offer equal learning and development opportunities. They also must project the idea that having more female voices in leadership roles would result in more chances for everyone that are equitable.
4. If organizations want to have serious talks about gender issues like

unfairness, they must acknowledge the responsibilities of each player, offer appropriate wages and benefits, and foster a culture that promotes safe engagement

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