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GENDER EQUALITY IN SELECTED PUBLIC SECTOR IN NORTH EASTERN

NIGERIA

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ABSTRACT

Gender gap among workers, especially those in public organization is an aspect of concern when considering the government policies that spells-out the need to be gender sensitive in dealing at public offices. Barriers within an organisation may prevent some employees from maximizing their potential or marginalise a set of employees, especially women. Various approaches to arrive at gender equality among employee in public sector lead to interesting end, therefor, this study examine the gender equity in the selected public sectors in north eastern part of Nigeria. Specifically, the study is set-out to determine the proportion of female among employees of public organization; investigate the institutional factors that influence job opportunity among Gender; determine the associative psychological factors toward Gender Inequality among workers; identify the Socio-Cultural factors that influence Gender Inequality; and ascertain the economic factors that influence gender inequality among workers of Public Sectors. The study randomly sampled 120 employees comprises of 60 top Management staff and 60 Middle management staff from Public Sectors in northeastern, Nigeria. The study used structured questionnaire for data collection, while data were analyzed using descriptive: percentage and average, while Regression analysis was used for testing research hypotheses at 0.05 significant level. The results of analyses showed that female representation among employees in public sector in northeastern part of Nigeria was 20%. Hidden policy, policy implementation, poor workforce diversity management and patriarch leadership mode are Organisation factor limiting female representation in Public Sector. Psychological factor had a negative and statistically significant effect on female workers representation across public sectors in North Eastern, Nigeria. Socio-cultural factor had a negative and statistically significant effect on female workers representation across Public Sectors in North Eastern, Nigeria. Economic factor had a negative and statistically significant effect on female workers representation across Public Sectors in North Eastern, Nigeria. Gender inequality is high in Public Sector in North Eastern Nigeria, with various unfavourable factors. It was recommended that public sector should create friendly environment to cater for equal gender participation by removing all barriers.

Keywords: Gender, inequality, Public Sector

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CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Women comprise almost half of the World population. However, the Global Economic distribution pattern shows that women hold less than 1 percent of Global Capital. It remains the fact that Global sharing of responsibilities favour men than women, with women shoulder various categories of assignment from domestic roles to economic drivers, serving as first teacher and nurturer for children back at home, play role of home maintainers as well as taking central role in Global Food Production. Nevertheless, women are made to have limited access to personal assets and mostly prevented from accessing formal financial assistance for various economic activities (UNDP, 2018). Additionally, the report stresses the consequence of unfavourable global treatment of women to poor accessibility to financial supports, self-reliance, and capitals for business. At some levels, women are denied access to farmland and adoption of technology as well as witnessing strategic high rate of unemployment. Therefore, it is pertinent to look into issues of Gender imbalance in our society to attain national growth and sustainability. Recently, there are improvement in the roles women are playing labor force. Though, early insinuation was that woman are better retain in their homes, to cater for household chores, instead of seeking out for jobs. This earlier thought about women were supported by argument that women are likely to lose their female traits such as obedience and supportive roles, if allowed to mingle with others within the society in the name of seeking job. (Afande, 2015; Ruderman, Ohlott, Panzer & King, 2012).

The debate supporting or countering gender imbalances across the globe remains unquenched. However, the recent evidences, have shown that the intensity and dynamism of discussing women as well as gender issues have changed with more and more

awareness is ongoing, attracting global political interests, policy and legal backing. Both at international and local scenes, seminars, workshops and other capacity building are being held with focus on gender aspects, especially women on their representation, participation and advancement across various aspects of life.

The earlier empirical works had initially held that gender imbalances likely to yield better growth and economic development (Mayoux, 1995; Panzer & King, 2012; Amadi, 2012; Kleven, Landais & Sjøgaard, 2019; Rewhorn, 2020). Though, works by Essien (2017); Kleven et al. (2019); Usman and Fitri-Catur (2018) have established the fact that gender imbalances adversely affect the economic growth. Gender inequality remains a tricky aspects responsible for poor wellbeing as well as serving as indication of gender stereotyping in our society, (Stephan, 2012; UNDP, 2015; Worsdale & Wright, 2020). Recent evidences from different authors have reiterated the higher proportion of women the global workforce (Fadahunsi, 2013; Opeke, 2015).

The World Bank's Report (2012) on gender balances and social development indicates that the gender disparities have started being normalize in some regions. In spite of positive indicator, the report shows that cases of gender disparities remain unyielding in the aspects such as decisions making, policy formulation and leadership role in various institutes. Such, scenario is not limited to developing nations like African, it is as well common in developed economy nations like United States of America and other European countries. The earlier reports on the status of gender equality in Africa shown that most African societies are guilty of gender imbalances, due to the fact that typical African societies are patriarch (Fadahunsi, 2013; Ruderman et al., 2012; and Hakim, 2016). However, the local and global campaigns efforts as well as political interventions have started changing the ugly scenario of gender imbalance within African society even in the public offices. The girl-child enrolment rate in education has improved compared to before,

while numbers of female graduates from various tertiary institutions within and outside Africa countries has increased significantly.

Nigeria experiences regarding gender equity can be traced to situation where some regions consider men as favorite for various economic benefits and inheritances (Olanrewaju et al., 2015; Pathak, 2017). It is among common situations in Nigeria that women are considered purposely fitted for household chores, or as family-labour in their husband farmlands. Such, practices take away their independency as well as making them less privilege to men in the society (Ene-Obong et al., 2017). The scenario of gender imbalance in Nigeria has started hanging, especially the government approaches and opportunities for citizens are now less gender inclined, and this makes male and female citizens to be able to compete for posts, seeks job type and participates meaningfully.

In Nigeria, the Public Sector is one of the economic channels covers various Public Services and different forms of Enterprises. Thus, the Public Sector concern with different Public goods as well as Public Services which Security Personnel, mass transit, general education, health services, Civil Servants and Public Administrative Officials (Kandola, 2016). By its creation, Public Sector in Nigeria is meant to serves the citizens irrespective of Gender and also, the Sector is expected to be running and coordinated by competent employers whom are citizens irrespective of their gender. Therefore, Gender disparities in the Public Sector supposed to be a strange scene. Some empirical works have illustrated the fact that, the last two decades have witnessed the increment in numbers of female workers both at low and middle Management level especially in Public Sectors.

In the Public Sector, some fields have special features suitable for both genders, while some professions are women inclined. For instance, teaching is among the few fields offering attractive job for both male and female, thereby accounts for having significant

male and female representation in educational sector. Likewise, the presence of female workers are significant in Health Sector, this could be due to leaving some health profession for female such as Nurses. The recent reorganization in the security architecture in Nigeria due to Internal Security crises has created special rooms for recruitment of more female personnel as Special Forces in all paramilitary sections. Thus, as more women are gaining employment into Public Sectors and their presence could be argued reducing gender gaps.

It is then expected of employees in the Public Sector irrespective of their gender to share from the same occupational opportunities and career benefits, such as progression, role assignment, training and development, benefits among others. This implies that those female workers employed as junior staff will one day rise to approach managerial position if career opportunities are made open and not-bias. Despite the increased employment trend, for the women in public sectors, the current report by National Bureau of Statistics (NBS, 2019) and reports by the Nigeria Federal Characters (NFC) respectively indicates that the sex ratio for employees in various organisation as at 2019 was 3 to 1, in favour of male workers. This signifies the discrepancy in employment opportunity for both genders in public sector. As at 2020, 35% of the employees in public sectors were women, but majority were engaged as junior or casual workers, while proportion of women representation at senior management level was reported to be less than 20% (NFC, 2022). This shows weakened career development among female workforce, especially job progression to top management cadre (Olagbegi & Afolabi, 2017). Earlier studies by Fadahunsi (2013); Ismail and Ibrahim (2014); and Kandola (2016) hypothesized some factors possibly responsible for low women representation in their various fields within the public sector.

According to Afande (2015), the representation of female workers at the various top cadres as public officials remains paper policies. Women are with less proportion among top management staff, members of executive or serving as board member. Thus, the low female representation has led to some levels of worry for some individuals, such as gender advocates and researchers in the field of public administrators as well as other concerned citizens (Ruderman et al., 2012; Ismail and Ibrahim, 2014; Broadbridge and Hearn, 2013; Rowley and Yukongdi, 2009; Vinnicombe and Singh, 2011; Vanderbroeck, 2010; Lewis and Simpson, 2011).

The annual Global Gender Gap Report (2012) by World Economic Forum (WEF), reported that gender disparities are still significant in the aspects such as leadership roles, allowances gaps among top management staff, takehome allowances, and roles assignment. The gender disparities is as well common among nations endorsing even access to education citizens irrespective of gender. The WEF (2012) report declares that mitigating gender disparities across the globe was essential to individual and national growth and stable development. The report indicated further that by ranking, none of north African and middle east countries are not inclusive in the first 100 nations with even gender equity.

Public sector is opened to all citizens, therefore, gender suppose not to be a deterrent for employment or progression. Opeke (2015) argued that not having enough female representation among leadership in various public establishments could imply poor progression among women employees. It could also, imply weak organization policy for gender balance. One of the factors earlier identified as likely responsible for low female representation is unfavored institutional factors such as policy, leadership styles and bureaucratic. Some studies (Ismail and Ibrahim, 2014, Vinnicombe and Singh, 2011; and Vanderbroeck, 2010) have shown that it is not unlikely that policy formulation that meant

for guiding activities within must public sector could be hindering the progression of its employees. Though, none of these studies pinpointed gender favourism but maintained that unfavour policy could affect female representation. Thus, gender inequality may likely to be significant if institutional policy in an organisation is not gender sensitive. Once institution does not has policy as bottleneck for employee career progression, other factors may need to be explored for further verification, since no worker like to remain stagnant in a rank without progression without reason.

Gender equality in public sector could also likely being influenced by personal factors. Thus, factors such as level of education, working experiences, specialisation and diversities can be of added advantage influence career opportunities. However, workers with inadequacies are likely to remaining unemployed or even un-progressed after employment for many years. Though, some studies (Kabeer, 2018; Olagbegi & Afolabi, 2017; Rudman and Phelan, 2016) suggested that female workers are more affected with career opportunity index, which raise the question of whether only male workers are those with enough qualifications that can guarantee their career opportunities and progression. Evidences from earlier studies (Kumar & Sundar, 2012; Fadahunsi, 2013) have shown that students from tertiary institutions comprises of both male and female, giving women enough competing ground with men while seeking job opportunity. Thus, could there be that Nigerian women have other personal factors that make them unsuitable for career opportunity like their male counterpart.

Other studies by Kandola (2016), Adelana and Simpson (2015) and Ogden, McTavish and McKean (2016) have suggested the possibility of psychological effects on women career seeking and career progression. For instances Rudman and Phelan (2016) argued women may feel unprotected among men, when seeking job, or attending interview and in some instances even those in the system may feel unsecured when progressing to certain level.

Though, that assertion is not subscribed to by many other authors (Kabeer, 2015; Zawiah & Zahari, 2016; Afande, 2015; Hakim, 2016), they indicated that psychologically wise, women are more stable and emotionally balanced, especially in issues that demand tolerance. However, one cannot totally rule out the other issues such as dedicated struggle, competition with male counterpart as well as attracting usual attention when amidst the male. Therefore, psychological factors may not be totally out of way when considering gender disparity in career opportunity in public sectors. Further studies are likely to establish how psychology can influence gender disparity in career opportunity especially in the public sector.

Other factors that do persistently come up whenever issues such as gender disparity are being discussed are social roles and environmental factors. There are high chances that the social factors could affect the kinds of posts sought by individuals, especially women. Social and environmental factors could define what roles women choose to play within an organisation and target set for career progression. Though, studies are still ongoing on whether societal roles still affect those career women that enjoy support from their husbands and families. Working away from home is one of the breakthroughs for many women in this gender-aware era, but, could the society and environment that leave women to work where they want still hinder them in what they get where they work in terms of career opportunity or progression.

The fact that women constitute a significant amount of workers in most public organisations, justifies their relevance to society. However, gender disparity among employees of public organisations suggests that much still has to be done for women to get their deserving status in our society. Therefore, the current study is an empirical attempt to investigate the gender equity among employees in various public sectors in the north-eastern part of Nigeria.

1.2 Statement of the Problems

The gender gap among workers, especially those in public organization is an aspect of concern when considering the government policies that spells-out the need to be gender sensitive in dealing at public offices. Some organization's blockades likely to resist the benefits coming to particular employees (Olagbegi & Afolabi, 2017). Such blockades likely to include favouritism, organizational policies, ethnicity, gender among others. Gender disparities remains a restrictive job related opportunity, personal growth and female representation in various aspect including their places of work. Although, gender disparities have persistently attract different forms of attentions including, from policymakers, authorities and other concern bodies (Olagbegi & Afolabi, 2017). The proportion of women in various organisations, especially those in public sectors has attracted interest from various authors which has also lead to different findings and conclusions.

Studies by Ukeka and Raimi (2017) and Zawiah and Zahari (2016) showed that even women in the system are not progressing in their career due to unfavourable organisational policy. Meanwhile, some studies as Ibarra, Carter, and Silva (2013), Hakim (2016) and Ogden et al. (2016) found that organisational policy neither discriminate against women career opportunity nor deny their progression only that the implementation of such policy by management team seems unfavourable. The earlier two findings about organisational policy and policy implementation were not consistent with conclusion arrived at by Ibarra et al. (2013); Zawiah and Zahari (2016) and Rudman and Phelan (2016) they maintained that other factors such as socio-cultural, believes and norms, psychology and self-desire played more significant roles in low representation of women in public sector.

Therefore, the studies on the gender equality and representation in public sector seems inconclusive as more and more findings and conclusion are being arrived at, which

necessitate further studies to drive home the points about gender equity in organisation. Especially in public sectors where women participation has somehow being less significant in the last 20 years. Also, the state-owned organisations are the one of the few sectors where even representations of citizens irrespective of gender are expected. It could be the case that women in public sectors are shy away from more responsibilities if attaining managerial post, or that organizational policy is yet to favour both gender equally, or other factors reduced the presences and involvement of women in the public sectors as noticed among the men.

With various approaches leading to interesting end regarding gender equity in public sectors, it is therefore, pertinent for the current study to determine the gender equity in the selected public sectors in north eastern part of Nigeria.

1.3 Objectives of the Study

The main objective of the study is to examine the gender equity among employees in public sectors in north eastern, Nigeria,

The study will address the following specific objectives;

- i. Determine the proportion of female among Employees of Public organization in the study area.
- ii. Investigate the institutional factors that influence job opportunity among gender in the public sectors.
- iii. Determine the associative Psychological factors toward Gender Inequality among workers of public sectors.
- iv. Identify the Socio-Cultural factors that influence Gender inequality among workers of public sectors.

- v. Ascertain the Economic Factors that influence Gender Inequality among workers of Public Sectors.

1.4 Research Questions

1. What is the proportion of female among employees of public organization in the study area?
2. What are the institutional factors that influencing job opportunity among gender in the public sectors?
3. What are the associative psychological factors leading toward gender inequality among workers of public sectors?
4. What are the socio-cultural factors that influence gender inequality among workers of public sectors?
5. What are the economic factors that influence gender inequality among workers of public sectors?

1.5 Justification of the Study

The current study seeks to examine the Gender equality among employees in public sectors in north eastern, Nigeria. The conclusion from the study will serves as a reference point for National and regional government of Nigeria as well as other decision makers regarding the achievement so far on gender equity in public sectors. At this time when nations are formulating policies and government is making frantic efforts to diversify economy from oil based source, the need to integrate women to economic structure of nation demand for an efficient regulatory framework which will ensure that women representation is felt in various paid jobs. It is expected that the Federal Government of Nigeria, will as well rely on the current study to establish policies relating to gender equity as means of its economy diversification.

The study will also boost the earlier works concerning gender equity in public sector in Nigeria. Likewise the study will remain reliable regarding aspect of possible causes of unyielding global policy on gender equity in reference to public sector in Nigeria. More so, the contribution to the knowledge will create an additional opportunity for further research while contributing to earlier literature on gender disparities as well as empirical material to those researchers embarking on future study in the similar areas.

1.6 Research Methodology

Research methodology denotes to the detail approach to design process of a study. Methodology offers theoretical background guiding data sourcing and analytical aspects (Edmonds & Kennedy, 2012). The study will adopt a descriptive research design and quantitative research approach. The quantitative approach will be used to retrieve data for the study. Data will be collected through validated self-designed questionnaire that was administered to selected top and middle management staff of selected public establishment for those in service for period not less than 10 years 2013 – 2022 in north eastern, Nigeria. The SPSS software will be depended upon for the generation of result, through which the study will interpret, discussed to arrive at appropriate conclusion which can be banked on to offer various empirical proposals and recommendations.

1.7 Scope and Delimitations of the Study

The scope of this study comprised the theoretical scope, area scope, geographical scope and time scope. The study is limited to independent and dependent variable. The independent variable (Gender Biased factors) was measured with the following construct, gender related institutional factors, personal factors, psychological factors, socio-cultural factors and economic factors. The dependent variable (gender proportion) will be measured using ratio of male to female employees within the selected public organizations. The study looks at the gender equity in north-eastern, Nigeria. The states consistute north-

eastern Nigeria are Adamawa, Bauchi, Borno, Gombe, Taraba and Yobe. The study make use of cross-sectional data between 2013 and 2022 and this time frame was purposely chosen for the study as it covers the period of ten years suitable for equity proportional research.

1.7 Organization of the Study

The entire study will be grouped into five segments. The first chapter will give introduction will be followed with the identification of problems as well as the objectives and other related questions to be answered in the study through to how it will be organized. It will be followed with the chapter two which will review literature including the theoretical and contextual literature as well as a conceptual framework. The chapter three will display the methodology whereas the fourth chapter will present an analysis and discussions on data as well as research findings. It will be ended with the fifth chapter which will summarize the related findings, draw conclusions and give recommendation and some areas that will need further research.

CHAPTER TWO

2.0 Introduction

This chapter concerned with reviewed of related literature to gender equity in organization and it further outlines the conceptual, theoretical and empirical framework. The various theories are also reviewed through which the conceptual framework was sketched..

2.1 Gender Equality among Employees

Gender can be expressed as differential features focusing on difference between, male and masculinity and femininity. Thus, the differential features could concern with biological sex, sex-based social structures such as role assignment according to individual gender, or gender distinctiveness. According to Rindfleish and Sheridan (2013) the term gender, in this recent days is among recent invention in humanity. Since those early world showed no distinct understanding of gender in the manner it has recently been proved in various fields of humanities and social sciences. Thus, it was just late 50s and early 60s that gender as a term began to attaining the rank of feasible cultural concept.

According to Rindfleish and Sheridan (2013) research in the past two decades have shown steady increment in the rate of adoption usage of gender in replacement of sex in social science and other academia studies. The persistent efforts and contributions of feminists as well as role play by different international bodies during writing of various reports which have changed from sex to gender have led to paradigm shift, regarding using gender in replacement of sex. Gender identity imply an individual recognition of a specific gender and role assignment within a given society. Today, terms such as female and woman have been persistent used to denote feminine and feminine role. However, some activists have started disagree to the usage of female and woman, where it necessary to indicate the biological sex or social feminine roles.

Gender equality, can be expressed as means of giving an appropriate and even chances for people both gender such access could include contribution toward economic development, involvement in making tangible decision, accommodates differences in people's attitudes, ambitions and desires (Afande, 2015). Ruderman et al. (2012) expressed that gender balance is the target, while gender impartiality and parity that are practicable through rational process that can facilitate achieving the set target. Thus, gender parity or gender disparity can serve as tool to determine gender equity in any circumstances. Gender balance does not simply limited to even representation but also include other aspects such as individual female rights that can be achieved through policy backing. The achievement of campaigns on gender equity as at 2017 has not include policy proposition beyond equal recognition of rights of women and men within the society. UNICEF (2019) says that gender equality imply that both women and men or girls and boys, have even access to resources, benefits, security, social right and justice. Meanwhile, equity of gender not imply identical between gender, such that male could be identically equal to female by look, activities, and other biological traits.

Globally, effort to attain gender balance needs removing detrimental acts against humanity, especially, women and girls through illicit acts such as human trafficking, warcrime against women, domestic sexual abuses and salary disparities among other tyranny activities against women (Worsdale and Wright, 2020). UNFPA expressed that "despite having different global contracts confirming their human rights, the chances for women to remain poor and unlettered than men fold are high. Thus, women are made to cope with low access to personal belongings, loan facilities, employment development and employment. The poor access to different facilities mostly experienced by women may be attributed patriarch nature of society that make men to dominated activities, while women are restricted to aspects of child-nurturing and home makers, instead of being family

support. The chances for women to actively participate in politics are less when considering the fact that men are more active in politics as well as dominate homes make women become weaker, thereby exposes them to various domestic violence.

As of 2017, gender equality remains the fifth of seventeen sustainable development goals (SDG 5) of the United Nations. Gender disparity could be determined based on yearly standard by United Nations Development Programme's Human Development Reports. In organization, gender equity imply equal and ease access to resources, opportunities and role assignment among male and female workers without discrimination. Thus, in any organization, especially, public sector, it is expected that both men and women, will be evenly represented. Also, both genders will be allowed to progress at will, benefit from training and development as well as other benefits without special influence. Rewhorn (2020) argued that women are not mostly considered for opportunity at work and mostly women representations are low when considering their proportion to male counterpart. The main concern towards guaranteeing gender balance in different places of works for women was set on acknowledging maternity rights and reproductive rights for female workers (Hakim, 2016). Thus, nations across the regions of the world have varieties of policy favouring maternity leave, paternity leave and parental leave.

2.1.1 Concept of Public Sector

The public sector has remains main portion of the economy that focused on provision of different public services. The units forming the public sector varies across country, though, similar services such as military personnel, policing system, socio amenities, mass transit, trainings and education, along with health services, and the civil servant as well as those in political offices. It is also among the roles of public sector to offer various services that attract non-payment such as street lighting, road construction, construction of drainage and other services that will benefit all members of society (Osemeke, 2012).

The private firms are therefore category of enterprises and firms that are not belong to public sector. In most cases, private enterprises are being set up to earn profit for shareholders, while in sometimes, non-governmental organization and other charitable organization are private but non-profit establishment.

According to Amara (2009), organizations under public sector could be group into main two forms which are:

a.) **Direct administration**

These are kinds of organisations set-up to cater for special services and not necessarily for profit making. Therefore, government or assigned top official are likely to take operation decision, involved in products distribution as well as marketing prices. In some cases, direct administration firms are meant to relieve less privilege within the society.

b.) **Publicly owned corporations**

This refers to firms, owned by government or a tier of government. The public owned corporation are differed from direct administration due to structure management system and clear leaderships roles that are independent of government interference. Ogbo et al. (2014) expressed that public owned firm enjoyed more freedoms in decision making, partnership with other business, as well as accountability.

2.1.2 Institutional factors influencing Gender Inequality among Employee

Institutional factors imply all activities, policy, guidelines and formally set of rules within an established organisation that meant to guide the every events including workers pattern as well as roles expected for respective employee to play at particular point in time. According to Zawiah and Zahari (2016) organisational factors are likely to work in

support or inhibit employees' representation, progression, job opportunities and roles assignment. Generally, no organisation could be argued formulate policy that will deny its workers career benefits irrespective of gender, only that some conditions and terms that defined the nature of benefits and path to achieve such benefits usually favor male workers than female. Rudman and Phelan (2016) argued that some organisation paths to progression are made tougher as the position is growing, thereby only few individual could make it to top management position. One of the earlier identified effect of organisational policy on career benefit is concept refers to as glass ceiling especially against women workers to prevent them from researching the topmost post in an organisation. According to Malelu (2015) idea of glass ceiling can be traced to period in the middle 80s, which then imply particular but unseen and non-natural obstacles within an organisation that likely to prevent women from earning expected career progression in their various chosen specialization. Worsdale and Wright (2020) found that women representation are uncommon among top business leadership positions across the globe. Empirical evidences on career growth for the top management staff among women usually reaffirm the idea of glass ceiling in their various places of works, which limiting their advancement in their chosen career to the peak positions.

The idea of glass ceiling has been uphold by different research proven that women have to pass through difficulties than their men counterpart in the same career from their early days to end of their career (Rudman & Phelan, 2016; Malelu, 2015; Metz, 2013; Ibarra, 2013) as well as unseen forces, that continually preventing them to gain upward progression to the peak of position like many men do in different job type. More so, Brown, and Ridge (2012) opinioned that the idea of glass ceiling should neither be conceived as physical roofing part of the house nor choose to be solid structured positioned at certain edge, instead, the glass ceiling implies diverse or inescapable means

of creating biasness for particular workers, especially based on their gender to ensure that people of certain gender are not making it to the top of their career. Lama (2019) maintained that in most cases, it is the victim of glass ceiling that visibly identified it when it prevented them to reach their desired post within an organisation. Thus, to those that have become victim of invisible ceiling, the glass ceiling exists, while others may be doubting or simply suspecting its existence. According to Ragins, Townsend and Mattis (2017), no physical roof actually positioned to stop women progress, however, different firms across the globe, had found ways of executing policy to ensure that individual employee benefited from career progression. Glass ceiling is remain a mysterious and self-making bottleneck within establishment. Also, Brown, and Ridge (2012) refuted the idea of glass ceiling against women, that it is just myth and never happened and never meant to occur. However, study by Lama (2019), established that female workers are less represented due to various stages challenges including perceived blockage to their chances of making it to the top of their cadre. Such blockages are stationed to hindering women workers from initial days at work and not only at their later days has mostly perceived by various authors. Also, it was established that the invisible blockage to women at topmost of their job take different forms and meant for various purposes which include creation of different wages format for people of different backgrounds despite doing the same job task. Thus, it is not impossible that people of different ages, believes, traits, or lineage history could be doing the same job but receiving different payment in the same organization.

More so, the study by Richardson (2014), maintained that female workers are persistently reduced to supporting staff roles, where affairs of other staff could be look at, while main tasks that make workers relevant to organization are reserved for men or some selected individual within the firm. Morley, Bellamy, Jackson and O'Neill (2012) maintained that, despite the invisible roofing, female workers remains distracted and less progressive in

their job to peak of their career. The glass ceiling, yet remain invisible but capable of reducing female workers chances and positioned by employer or firm policy to victimized others. Human resource managers are to be aware of the fact that each firm has invisible glass ceiling that affect some workers from progressive as well as retard the achievement of the organization in terms of high patronage, brand position, competitive advantage and organization citizenship among others. Likewise, managers could consult other professional on best way of managing diversities among employees such that workers irrespective of gender, traits and other diversity will experience smooth progression from start to the peak of their career. Such consultation could as well get rid of any unseen blockages and enhanced overall job performance.

It is now a case that most women employees are persistently experience double task of household chore, while men are less concern with struggling role at home, therefore, better perform at office and progress smoothly at expense of women workers. Thus, household responsibilities and other roles women have to play within their family have greater impact on career success (Noble & Mears, 2014). Apart from invisible glass ceiling that claimed blocking the growth of some individual employees, especially women, some organisation has written policies that likely deny set of workers chances to reach the top of their career growth. According to Richardson (2014) there are various kinds of work-related burdens contains in writing policy that deny organizational employees to grow at will in their chosen career. Tharenou (2015) noted that even at public sector there are still instances of preferment treatment for men, while women are less considered. Some public organizations had succeeded in mending laws and policies to ensure even access for both men and women in their organization, thereby, the new intake or those in the system have equal chances of representation. Thus, all major benefits such as vacations, roles assignments, leadership responsibilities, and allowances are evenly access by both

male and female workers. The aspect of train and development for the employees are now consistently made available for workers irrespective of gender, believe, language or other diversities. Researchers such as Fadahunsi (2013), Okanlawon (2014), O'Sullivan and Sheridan (2017) and O'Connor (2015) observed that some public firms have succeeded in removing any glass ceiling such that female workers like their male counterpart could attain every career benefit and progression to the topmost position of their career. This is achieved through holistic reviewing of the organization policy to get rids of clauses or condition favoruing patriarch system as well as breading gender disparities.

In most organisations policy are not actually defected but implementation and interpretation of policy are likely to deviate from its original course. Tharenou (2015) noted that one aspect of policy implementation that always attracts hitches is selection process. According to Ruderman et al. (2012) glass ceiling was among the earlier detected barriers to career advancement or representation among gender is the process used by most companies. Due to unusual bottleneck majority of female workers that meet promotion requirements to leadership post are just few. Female workers has limited chance to make it to the top, if at all they are recruited into system. According to Vanderbroeck (2010), 82 percent of studied establishments in his work, reaffirmed to the fact that female managers usually show low leadership competency and committing avoidable errors which account for the reason to give few female chances to be promoted to the top. Meanwhile, work by Ruderman et al. (2012) established the fact that many organizations with high proportion of female workers with required qualification could not give nod to female leadership simply due to the fact that such leader could be distracted with houshehold responsibilities and family roles. It is also among the fact that system generally are patriarch in nature, therefore, men who currently manage certain topmost positions are much likely to choose another male for their replacement while leaving the office (Vanderbroeck, 2010).

Despite favourable policy towards workers irrespective of their background, the promotion exercise within organisations are sometime made to be selective in favour some sects or kinds of employees. Opeke (2015) examined that gender disparities are something common in defining workers chances to secure job. The main reason was attributed to the fact that female are sometimes show low readiness for occupation away from their homes or reluctant to seek for job progression. The fact remain that both male and female job seekers could possess similar qualities and qualifications for same job, but male candidates have edge due to their stability. Thus, male are more chances to be favoured in labour market than the female counterpart. Anthony and Solomon (2016) argued that what supposed to be main consideration could be ability to do the job not candidate's gender. Employees irrespective of gender with high competence are supposed to retain jobs, though, the spindle of job offers always swing toward male candidate. In some cases, female candidates were asked to settle for similar job with less payment compare to their male counterpart. However, such disparities in payment according to gender are common among private establishment than public firms (Mordi, Adedoyin & Ajonbadi, 2014).

Globally, the trend reveals that most capable women received lesser wages compare to their male counterpart, while chances to be promoted into leadership position is low than what noticed among male workers. Also, women are made to receive less take-home allowances at end of month despite manage at advanced administrative or top management level. Gender disparities and various possibilities for job promotion for the female at top management levels are the noticeable biased issues that have unhelpful influence on the aptitudes of female workers to triumph in their profession. Metz and Tharenou (2011) examined the wages disparities across nations, which was linked to nature of international workforce pattern. Some early studies have shown that female workers are perceived not able to remain at service with stable roles for extended duration, especially those in private

establishment. Likewise, sociocultural responsibilities such as nursing mothers and home maintainers could in overall serve as blockage to their consistency at work.

In some cases, the challenges facing women career is neither policy formulation nor policy implementation but simply managerial competency. According to Lewis and Simpson (2011) workforce diversity management by the top manager can define how effective the particular set of people are progressing in their career. Miebi (2014) asserts that “diversity implies the variety, mixture, and multiplicity of characteristics, both visible and invisible, which constitute a phenomenon in both the inanimate and animate worlds”. This definition by Miebi asserts that diversity exists when two or more items possess different feature or characters. However, workforce diversity was regarded by Nwanolue and Iwuoha (2012) as the assembly of a different individual with slightly possible similarities between them to work in any firm. This expression shows that diversity among labour affects individual workers within the firm. It also concern with personal differences and similarities which individual employees to stand out among others within the same firm. Ogbo, Kifordu, and Ukpere (2014) note that the expected similarities and differences among diverse workforce include date of birth, state of origin, sex, marital status, physical ability, believes, sexual orientation, character, civilization, mother tongues, and self-philosophy. Also, Miebi (2014) added aspects such as way of life, occupation experience, and capacity at which individual hold in the firm, specialization or nationality. Ogbo et al. (2014) found that many Chief Executive Officers are recruiting and promoting employees only satisfy their tribe or clan at expense of others with different places of birth. Likewise, the study by Stephan (2012) investigated the effect of workforce diversity management on career representation among workers in public sector in Nigeria, found that discriminatory attitude among the employees, personal ego, teamwork are poorly managed in most Nigerian firms and dampened workers’ morale with slow career progression.

In some other cases, some employee has been found denying or treated unfairly by their employers when come to aspect of job benefits based on a personal characteristic. This fact was evident through an empirical works by David, Olubukunola and Adebukola (2017), which examined the extent to which the organisations are encouraging functional diversity management among workers within in Nigerian organizations. The study found cases of discrimination against employees based on their character or gender. All these showed signs of weak diversity management and an inability by the management to recognize the power that lies under diverse staffers. Likewise, independent studies have indicated slow career benefits due to weak diversity management on most Nigerian organizations. For instances, a study by Abdulmalik and Hamza (2013) indicated that some Nigerian firms are earning bad organizational images as results of discrimination against a set of employees when come to promotion, selection, assignment and training. Also, a study by Anthony and Solomon (2016) reaffirmed that some Nigerian firms are wasting resources and productive time in sorting out issues of discrimination against female staff in the court of law. Among the studies that have shown the positive impact of effective diversity management is that of Bamgbade, Jimoh and Kuroshi (2014) that revealed that effective cultural and gender diversity management in construction firms in Abuja Nigeria created new innovations, knowledge sharing, knowledge enhancement, team coherence, engagement and career progression. However, the study by Bamgbade et al. (2014) focused on construction firm where numbers of women may be proportionally imbalance to male to justify how many female workers make it to top of managerial position.

According to Herring and Kapidzic (2015), the concept of diversity management comes to being a term in 1987 but has been in existence and legally recognized as early as 1964, as result of Civil Rights Acts of 1964 that incriminated discriminating employees on based

on culture, state of origin, believe and gender, this lead to the Executive Order 11246 and the establishment of the Equal Employment Opportunity Commission (EEOC) that marked the beginning fairness/positive discussion in both public and private organizations. Thus, organisation that has management team capable of managing diversity among its workers are likely to deny some sect of workers due progression despite favoured policy and Organisational stances.

2.1.3 Psychological factors that influence Gender Inequality among Employees

When talking about career representation, benefits, and progression among employees there are aspect of psychology that cannot be totally rule out as influential factors that demand how individual approach or seek career benefits. Locus of control is viewed as an important concept of psychology developed by Julian Rotter in 1966. It is a generalized belief about the underlying causes of events of individual life. Individual has different religion inclination that shows their understanding on fate. Thus, an individual's fate is likely to be directed by faith, God, and even by self, or those in higher authorities in the case of employees expecting approval for job progression from employer. Therefore, the individual chances could be determine by those in the helms of organisation. Trylong (2009) pointed out that depending on others factors to attain job progression can be regarded as locus of control. Thus, individual locus of control lies within behavioral and cognitive psychology. Individual attitude could be monitored, controlled or directed by supports, which likely count on attached recompenses and penalties deterrence punishments.

Individual holds the belief about what causes their actions through contingencies such as rewards and punishments. Such thinking leads to kind of individual behaviour towards particular cases. In short, locus of control for individual employee associated strongly with behavior. Generally, locus of control can be measured through personal rating that capable

of establish the likelihood of individual to yield toward external factors or issues that are personal when carrying out an assignment or trying to meet life expectation. Salmani (2012) defined locus of control as a psychological aspect that focus on extent of relationship between people faith and their contribution toward achievement of certain target or management of circumstance that touches their lives. Also, Hovenkamp-Hermelink, Jeronimus and Spinhoven (2018) expressed locus of control as the extent the people trust and rest assure that they can regulate the consequence of their activities over period of time, in contrary to outward factors that lie outside their domain. Both definitions above attached locus of control to individual believe about self-capability on personal issues and they both agreed that locus of control is personality psychology.

Over the years, attention of empirical efforts has been channeled on locus of control in related to various psychological aspects, which spanned across fields including occupation. Though, debates are still ongoing on possibility for the adoption of specific or general approach toward locus of control as to whether such could be more beneficial especially in the aspect of career representation among employees of both genders. Various empirical efforts have also been channeled toward creating a careful distinction between locus of control and individual attribute, or between locus of control and self-efficiency (Abel & Ogunmakin, 2013).

It could therefore be submitted that locus of control of individual workers male or female imply the rate to which the workers think they are capable of self-managing occurrences in their life and this may account for gender interaction, as naturally women are not strong-head their way into deserving position. Unlike men, that at time go to any extent to demand for what seems their right even if such right is more deserved by individual ahead of them. Individual employees that are internal believed that attaining next career stage could only be outcome of their respective contribution and participation in their

organization. Externals are likely to argue that their chances to become something at their workplace depend on power above them irrespective of other attributes such as qualification, policy and interest. Those workers that are internals have good self-discipline and self-consciousness of their act within the firm there engage in more participatory behaviours, that can turn other workers on for their favour. In other hands, the externals are those that will acts consistently with rules of the management even if its contradict the orgnaisation requirements since they strongly hold that their reward can only come from leader, then, the end justify the means. Such individual within the firm always like to know their stand in the heart of those ruling them not their stand in the achievement of the firms.

Studies have been pointed at the fact that female employees are less likely to develop internal locus of control toward their career benefits as their faith may be defined by other factors such as management, policy or even their husbands. The male employees may not necessarily count on any external control, rather the self-believed could propel them to seek any position at will (Ene-Obong et al., 2017; Kandola, 2016; Olagbegi & Afolabi, 2017). Though, some studies refuted the idea of gender interaction and locus of control when study rationale for women seeking particular posts or aspire to secure any career benefits (Kabeer, 2018; Ogden et al., 2016; Zawiah & Zahari, 2016). They argued that it was the level of mind preparedness for responsibility and the psychology needed to cope with new position that could determine what individual seek or get, not gender. Anderson et al. (2015) argued that individual employee that is willing to operate in the comfort zone may not make any move to seek new position where additional responsibility may be added. This idea of comfort zone was argued by Rudman and Phelan (2016) to define while some employees voluntarily step-down for others when competing for posits. Thus,

women are much likely to prefer comfort zone due to overbearing responsibilities awaiting them back at their respective homes.

The psychological requirement to cope with responsibility is huge, women may need to consider their own freedom, time to rest, time to visit friend, time to stay away from job and time to spare with family. Men at time are callous in this aspect, they might be given excuses for not playing their roles again in the family, among friend, in the caucus and even at home blaming their new post. However, women that have some hitches ahead of being allowed joining organisation will need to think twice if seeking position that is time demand will pay off or simply sign off from seeking such posts (Anderson et al., 2015). Taking new responsibility require psychological preparation, ready to boldly change routine of activities that once previously do with pleasure. There may be the need for psychological preparedness to come up with courage to change the time mostly spend with family and friends, as well as ability to meet husband with request to travel out with other management team of occupational tour for meetings, trainings or field study (Prodinger, Weise, Stamm & Delphi, 2013). One thing that is certain about career opportunities is that it requires getting more responsibility with higher position, which may unnecessarily add more burden to women. Lyness and Thompson (2015) noted that in the ladder of progression there is always space at the top where individual can reach; only that such space is not enough to stand. This means, more competition, more responsibilities, more activities, attending series of meetings, responding to various messages, seeking new line of business and guiding the subordinates at work. The fear of multiple roles can kill all the morale to seek new post (Sposito, 2013).

There is another aspect of psychological, which is protection. Attaining highest post in organisation implies being the first point of contact at all-time irrespective of visitors and visiting hours, or losing out in business. Steve and Timms (2015) expressed that

employees that seek the topmost managerial assignment should be aware that his/her private life is uncovered as media, business associates and competitors will always monitor his/her movement, the life patterns and every activities. There are always bangs at the door by media men to seek for clarification, more information or proposition of organisation about issues. According to Prodinge et al. (2013) top manager in public sector could not hide from camera and always have media crew at their tails all day round. Thus, such position may be attractive with benefit attached but when concerned with psychological protection; many employees may feel insecure enough to take such post. Steve and Timms (2018) argued that female workers in their various ranks are much more chance to be conscious of their psychologically well-being than male workers; they need security and not necessarily like to expose themselves to threats. Thus, psychological state of minds between men and women working in public office could define the type of benefits seeking, the weight and resources put behind in seeking such position, which in overall determine gender equity.

2.1.4 Socio-Cultural factors determine Gender Inequity among Employees

Culture envelope our roles by determining the way individual within society behave or have to relate to others in every situations. Culture remains one of dynamic aspect of man, which can be fine-tuned by occurrences in the immediate environment or those within locality or at distance region. At some portion, culture is impacted on by global occurrences. Thus, both personal contributions and societal roles could define the type of culture at particular time (Sposito, 2013). Due to vastness of culture, it become imperative to use culture explain individual position within the society as well as the stand of society within larger community. The associative effects of culture include the ability to be manipulated and interpreted in certain angles and sources to favour some individual or circumstance. Thus, in many cultures men have succeeded in modulating culture to favour

masculine while female are being denied to participate in cultural formulation. A significant social feature resides in the multiplicity of responsibilities of women. In most countries, women are perceived to have 'primary' responsibilities as wives and mothers. But in many cases, either as a result of a preference for personal development or out of sheer economic necessity, women also go out to be actively involved in the labour market. The effective combination of all these activities and the consequent responsibilities is not an easy task for anyone be it man or woman. Most African cultures define women regarding what they should be or do for men. For most African cultures, a married woman's major role is "to enhance her husband's career goals by providing him with moral and emotional support". She is expected to carry out all the family responsibilities and chores while the husband is away working. Women can only pursue their professional dreams only after fulfilling their culturally accepted roles, an expectation nearly impossible considering at what age this would be happening (Laniran & Olaniran, 2014).

In a society filled with conflicting responsibilities and commitments, work/life balance has become a predominant issue in the workplace. Work/life balance of women employees has become an important subject since the time has changed from men earning the family living in today's world where both men and women equally share the responsibility of earning for the betterment of their family life. Hence it is for the betterment of their family life. Work-Life Balance does not mean an equal balance. It means the capacity to schedule the hours of professional and personal life, so as to lead a healthy and peaceful life (Rowley & Yukongdi, 2009).

Mooney and Ryan (2013) state that the main concerns in the women's perspective were the duration or working time that is required longer than they expected in addition to the organization anticipating its managers to be flexible to the needs of the business. When

demands of the job increasingly encroach into family life, women experience conflict which affects their career outcomes (Voydanoff, 2015). Lopez- Claros and Zahidi (2014) stated that work-life balance is very difficult for women with young children especially when they try to balance their role as the primary caregiver with additional responsibility in the organization. Research has determined that working women with rigid schedules report more family difficulties than working women with flexible schedules (Sherer, Davis, Clark & Pastorek, 2014). Where family demands are concerned, ambitious women seldom rely on organizational support for fear of reinforcing the communal stereotype (Broadbridge & Hearn, 2013). Therefore, many women who are career officers and those in elite occupations handle by making discreet choices between their career and their family.

The problem of organisational and cultural hindrances that limit women career advancement has led to huge underrepresentation and marginal status in positions of decision making. Brown and Ridge (2012) maintained that there are barriers against women's career advancement in relation to cultural barriers including gender stereotypes and family-bounded barriers due to women responsibilities within the family. Thus, women tend to be more aware of gender culture at work than men, precisely because they are aware of how it restricts their behavior, expression along with aspirations.

2.1.5 Environment factors determine gender Inequality among Employees

Environment is among the unique influential toward workers representation in partcular career especially for women. According to Khaveh, Nikhasemi, Haque and Yousefi (2014) one can easily misconstrue environment factors socio-cultural factors. The socio-cultural is much of perspective of society, social function of individual and cultural practices of peoples. However, environment has unique variables which can imply the environment where individual survive. It could be working environment or working condition, it does

not necessarily imply organisational factors. Competition among workers could be environment rather than institutional since no firm announce need for competition. The support individual get from his/her co-workers can be regarded as environment rather than socio-cultural or institutional (Zawiah & Zahari, 2016). Studies by Maskell-Pretz and Hopkins (2017), Watson, Quatman and Edler (2014) and Sherer et al. (2014) established that having amiable environment can influence seeking job offers, unlocking benefits or duly participation in organizational activities without fear of responsibility. Securing support from co-workers could imply readiness to take more challenges at work. Safety within work place could serve as secured environment that can make individual less assured that securing new career height could not jeopardize their safety. Having to operate within technological environment can also implies chances to seek more career growth since environment is conducive and tasks can be reduced through technological adaptation (Khavesh et al., 2014).

According to Zawiah and Zahari (2016) working in high-tech environment may make employee of any gender relatively fit into organization with ease and allow every members irrespective of gender to perform to expectation. However, working in hostile environment may define either female workers will show willingness to join such establishment or not. Some work environments are considered not suitable for women, such as establishment operating in war-zone, those firms facing hostility from hosting communities. Also, women may have to think twice before seeking job where workers have to work under heavy security. Salma (2019) argued that work environment imply both physical structure as well as psychosocial arrangement of work places, within which employees interact together in their efforts to achieve the organizational goal. Thus, the aspects of working environment such as structural design, chemistry of resources and within the resources, gadgets, modern equipment, and other components are all define the impact the work

environment could have on employees and could define either female employees will seek job or not with such firm (Hovenkamp-Hermelink et al., 2018). Environmental factors can as well interact with psycho-social interaction among employees while at work place, both the vertical and horizontal interaction such as management-employee relationships and employee-employee relationship could be impacted on by environmental factor. The collective effects of various factors can have an impact on both physical and psychological state of and tells on the rate at which particular gender participate in an organization.

Rudman and Phelan (2016) argued that structural design of organization building affect both social and psychological well-being of workers, due to the fact that they spend larger portion of their days with the structure. Therefore, the structural shape of the firm interacts with other factors such as workers competency, skills and experiences to influence organisational performance and productivity. Thus, it is among the established fact that workers that enjoying the sceneries of their work environment are much likely to perform better. Uneasiness due to excessive heat, poor air conditioning, poor illumination system, unkempt environment and pollutions hinder workers' concentration and overall organization performance. Several empirical works have persistently shown that feature in the work environment have a substantial consequence on attitude, insights and efficiency of workers (Zawiah, Dawal & Zahari, 2016; Salma 2019). Though, different earlier works are too particular on one factor that likely to impact on gender representation among employees. However, studies have not sufficiently done to investigate the interaction among several factors of work environment and gender equity. Environment denies some women from seeking job in particular organization.

2.2 Theoretical Framework

This study was guided by the Socialist Feminist theory propounded by Fraser (1998). The Social Relations Theory of gender and development planning was conceived by Naila

Kabeer in 1994 and, Goal setting theory by Edwin Locke in 1960, Theory of vocational choice (1959), and frustration-aggression theory (Berkowitz, 1989). The four theories are complementary one another to offer explanation on the association between gender and job progression among women.

2.2.1 Social Relations Theory

The Social Relations Theory of gender and development planning was propounded by Naila Kabeer in 1994. The social relation theory states that all institutions possess five distinct but interrelated dimensions of social relationships namely rules, resources, people, activities and power. These dimensions are significant to the analysis of social inequality in general and gender inequality in particular. The theorist argued that gender and other inequalities are man-made and not natural, it was intentional formed and reformed within physical and other organization related factors to limit the chances for the women as well as allow men to keep dominating limited resources.

Therefore, through social relations it is believe that reversing the effect of injustice to particular gender or group within the society require the designed policies that can enable women to work and make them capable of changing those factors that constrain them. The socialists argued further that reversing the wrong doings toward women should be through analysis of current gender disparities in the resources sharing, roles assignment and power ranking, operation of the established policy and events that capable of making women to serve as architect of their own development.

The social relations theorists used ideas rather than tools to focuses on the association between people and their interaction with other firm's facilities and program. Therefore, majorly, social relation was meant to develop an improving wellbeing and social interactions based on the facts and figures, along with gender sensitive policies that could completely terminate the fundamental and structural causes of injustice to particular

gender within the system. Kabeer (2018) argued that Social Relations Framework emphasizes the institutional policy need to be based on social relations to form an important part of an organization that can ensure institutional commitment toward gender and allows firms to execute its policy without prejudice.

This structure apart from correcting gender disparities through all-inclusive approach on deficiency and insertion gender at the middle of an completely new structure for development theory and practice. It concerns with various establishments such as private, publics, financial institutions, multi-corporate firms among others, and explain technique of concerting how they interconnect to yield expected results. Then, it offers an understanding into the origins of helplessness, deficiency and female relegation but it also demonstrated that organizations can come up with different approach to gender balance, one of the core purposes of the current study. This further shows that there is no such things as a unbiased organizer and firms are obliged to scrutinize organizational performance and culture as part of every planned act (Kabeer, 2015). The public organization need to make further efforts towards achieving gender-aligned polices where intended inclusive and concerted efforts could be made to focus on aspects that favour female workers within the current delivery of facilities, roles assignment and gender re-distributive polices.

Above all, the social relation theory implies that institutional are not naturally against any particular gender or group, only that those in the management level initiated the idea to favour particular group of interests (men) as against less interest group (women). In that case, the social relation theory matches the first hypothesis of this work that argued that there is chances for institutional gender related factors that can influence career opportunities.

2.2.2 Goal setting theory

In 1960's, Edwin Locke put forward the goal-setting theory of motivation. This theory states that goal setting is essentially linked to task performance or accomplishment. It states that specific and challenging goals along with appropriate feedback contribute to higher and better task performance. In simple words, goals indicate and give direction to an individual about what needs to be done and how much efforts are required to achieve success in the end.

Aigboje (2012) highlight the major contents of goal-setting theory as follows:

- i.) The readiness to work towards achievement of goal is the main source of self-motivation: Clear, particular and difficult goals are greater motivating factors than easy, general and vague goals.
- ii.) Specific and clear goals lead to greater output and better performance: Unambiguous, measurable and clear goals accompanied by a deadline for completion avoids misunderstanding.
- iii.) Goals should be realistic and challenging: This gives an individual a feeling of pride and triumph when he attains them, and sets him up for attainment of next goal. The more challenging the goal, the greater is the reward generally and the more is the passion for achieving it.
- iv.) Better and appropriate feedback of results directly encourage individual to contribute more for better performance. Feedback is a means of gaining reputation, making clarifications and regulating goal difficulties. It helps individual to put efforts with more involvement and leads to greater achievement.

- v.) Participation of setting goal, however, makes goal more acceptable and leads to more involvement.

Eysenck and Keane (2010) further expressed that goal setting theory has some prospects such as: self-efficiency and goal commitment.

- a. **Self-efficiency-** Self-efficiency is the individual's self-confidence and faith that he/she has potential of performing the task. The higher the level of self-efficiency of an individual, the greater will be the efforts put in by such person when faced with challenges in work place or seeking particular career benefits. While, the lower the level of self-efficiency, the less will be the efforts put in by individual workers toward achieving the associative career benefits irrespective of gender.
- b. **Goal commitment-** Goal setting theory assumes that the individual is committed to the goal and will not leave the goal. The goal commitment is dependent on the fact that goals are made open, known and broadcasted (such as period of career progression exercise and requirements needed to meet it. Individual employees' goals should be consistent with the organisational goals and standard setting to benefits from all career opportunities.

Vinnicombe and Singh (2011) showed that goal theory is another significant factor in the relationship between individual employee and seeking career benefits. This theory defines the purposes that guide and direct employees' behaviour and efforts towards seeking career opportunities within an establishment. The workers goal alignments can be roughly categorized into mastery and performance goal orientations (Kandola, 2016). Mastery goal orientations are associated with competence, understanding and the completion of tasks, while performance goal orientations are concerned with competition in which workers strive to outperform others and receive favourable judgment (Wang & Holcombe, 2010).

Employees with the former are motivated through personal progress and adopt deeper learning strategies than those with the latter, who normally opt for less challenging tasks (Chiang and Jang, 2014).

The implication of goal setting theory to this study is that the employees have to get personal factors such as something motivating them toward better career and to put more effort in their daily activities. Thus, the motivation may come from within the employee, which is referred to as internal motivation (intrinsic) which coincides with internal locus of control and serve as personal factors that can make employee irrespective of gender believe they can make it to the top of their career. Thus, the goal setting theory conformed to the second hypothesis in this study, that argued that psychology factors influence gender equity among employees in the selected public sector in north-eastern Nigeria,

2.2.3 Socialist Feminist theory

The socialist feminist theory was propounded by Fraser in 1998 before reviewed by both Fraser and Walby in 2005 and 2007 respectively. The theory looks at the role of capitalism, gender and patriarchy in the oppression of women. Fraser assumes that, in an industrial civilization, a smaller set of people (the capitalist class) own all means of production. The great majority must work out of sheer necessity under conditions set by the capitalist, for wages. At the same time, in such society, there exists some degree of inequality between the sexes, subjugation of women to male authority in the family and community in general. In this patriarchal system, women are objectified as form of property, and there is a sexual division of labor in which they concentrate on activities like child care and certain forms of productive labor (Fraser, 1998). Patriarchy is essential for the preservation of the capitalist system of production. In a capitalist patriarchal society, men form the ruling class controlling all means of production.

Women, on the other hand, are excluded by economics and tradition from participating in public social production and are confined to private domestic labor. Baker-Eveleth and Stone (2015) refutes that motherhood and the gendered division of labor grows naturally from women's role as mothers. She opines that employers have adopted this ideology to advance gendered discrimination in the workplace. She also notes that women are not socialized to be independent, but are mostly protected and guarded in their childhood, inevitably restraining their capacity to participate fully in economic activities. Hafeez, Yingjun, Hafeez and Mansoor (2019) further notes, in a capitalist patriarchal society, when women enter the public sphere, despite having high levels of education and greater work experience, they face occupational segregation, discriminatory practices and an absence of flexibility, hence limiting their full participation in the workplace. To socialist feminists, therefore, women liberation will only be achieved by ending both the economic (seen at the workplace) and cultural sources of oppression (Maxwell, 2015).

Socialist feminist theory was employed to explain how male dominated institutions (capitalist class) may militate against women's full participation. Criteria pertaining to promotion were analyzed to establish influence of patriarchy on women faculty career advancement. In addition, socialist feminist theory was used to show how gender roles, stereotypes, unrealistic expectations and a hostile university culture that lacks flexibility in its operations are advanced to limit women's career advancement. This concurs with third hypothesis in this study that expressed that social factors do not influence on career opportunities among gender of workers in public sector in north-eastern Nigeria.

2.2.4 Frustration-aggression theory (Berkowitz, 1989)

The frustration-aggression theory was propounded by Berkowitz (1989). According to frustration-aggression theory states that the presence of stressors or unsupportive situation in worker environment such likely to lead to goal-blockage. Thus, the frustration-

aggression theorists believe that unsupportive environment can lead becomes blockage to career progression as individual worker could not achieve their set goal.

The unfavourable work surroundings likely to raise the violent attitude which can lead to ineffectiveness of individuals, thus encouraging some members to engross in intimidation attitude. Working weathers that are unhealthy due to ecological factors may thus lead to more frequent intimidation and pestering through their effect on violent attitude. Henceforth, anxious and unfulfilled workers may display more ferociousness and be more participating in hostilities with others, thus activating low performance and inconsistent job progression (Einarsen et al., 2005).

Unsupportive work environment proposes fruitless work attitude to yield unwanted response toward demanding circumstances witnessed by some employees. According frustration theorists, the individual workers assess their job vicinity differently, and individual dispositions and perceived control at work are important factors in the job performance process. According to this view, happenings in the job vicinity are better measures based on their level of importance toward individuals that concerned, and happenstances with work stressors measured as coercions to well-being at work may lead to poor communicative responses. Emotional, physical, or attitudinal stress is likely to be consequence of work strain (Raziq and Maulabakhsh, 2015). The work strain process may also lead to seeking individual within the firm that can bear the brunt of underperformance, thus, as stiffness produced by stress from job vicinity may be reduced through transfers of prominent frustration to coworkers (Brodsky, 1976; Thylefors, 1987).

The implication of frustration – aggression theory to this study is that environment that is unhealthy for work can impact on the performance rate of individual irrespective of gender and could affect rate of participation at work. This theory fitted the fourth hypothesis of

this study, that intends to examine how environmental factor influence gender equity among employees in public sector in North-eastern Nigeria.

2.3 Empirical Review

Salma (2019) carried out an empirical study to determine the factors influencing career opportunity for women in Bangladesh, with focused on banking sectors. The main objective of the study was to examine the barricades and challenges faced by women to achieve career opportunity in the banking sector in Bangladesh. Specifically, the study examined the concept of management towards job progression among female workers. The descriptive research design was considered suitable for the study. The study based data collection on 260 respondents which account for approximately 10 percent of total bank workers in Bangladesh while structured questionnaire were distributed across sampled respondents. Primary data were collected through questionnaires, which was sorted and further analyzed using SPSS application, through descriptive tools weighted mean and standard deviation. The study found that at top management level across the studied financial institutions, there was a supportive efforts toward female worker, which influence job opportunity for female workers in the banking sector. The study also found that the policies in Bangladeshi banks support women workforce, balanced work life among workers along with positively affected women job progression. It was concluded that the struggle to complement work and family life was the higher degree of challenges facing career women at bank not institutional. It was recommended that banks in bangladsh should come up with work life policy that support female workers in terms of recruitment, onboarding and job progression. This reviewed study has shown that some institution has bypassed discrimination against women both in the policy and implementation, especially in the Bangladesh. However, the study was carried out in

Bangladesh in the banking sector, while the current study intends to be conducted in public sector in North-Eastern Nigeria.

Laura, Luc and Ana (2019) examined the rate of gender gap in promotion exercise in European Central Bank during period of 2003 – 2017. The study was based on survey research design. The study sampled 105 employees at top level management in European Bank and used semi-structured questionnaire for data collection, while interview guide was used for key informant. Also, study examined gender differences in relation to job progression and personal development while patriarch environment encourage male-domination among workers. The study used descriptive analytical tools such as percentage, mean and standard deviation to analyse data collected while thematic analysis was used for interview guide presented using bar and pie charts. The study established that there was a disparities in the wages collected by workers based on gender. It was also found that female workers experience retarding promotion due to wage cap. However, the study established that at recent due to various reform female workers are much likely to progress like their male counterpart. The study concluded that the highly competitive nature from men partly explains the applications gap. It was recommended by the study that government need to intensify its efforts to ensure that all barricades to women career progression are removed. This study has shown that in European region the value of women as career official is growing and their efforts are recognised. This study had similar scope with the current study, though, the reviewed study was carried out in Europe while current study will be conducted in selected public sector North-Eastern Nigeria.

Lama (2019) investigated the effect of glass ceiling on female job development in banks operating in Pokhara metropolitan city. The main focus of the study was to determine how glass ceiling affects female job development among banks operating in Pokhara Metropolitan City. Total 150 career women were randomly selected across branches of

Pokhara metropolitan city. The study used structured questionnaire for data collection while data were analysed using linear regression analysis. It was found that there were substantial impacts of individual, administrative and social fence on female workers development. Also, the study found that among the glass ceiling's most influential factors is social barricade. The study concluded that the glass ceiling effects are still much around in banking sectors in Pokhara metropolitan city. The study recommended that women have to prepare themselves psychologically, to successfully overcome the social barricades, family pressures, not ready to accept more job responsibilities and not willing to head firm as leadership roles. Also, the study proposed that the banking sectors need to include working plan that concern with ensuring easy of live for career women.

Khalid (2019) examined the perspective of employees on the career progression of staff in relation to their gender in multi-sectorial industry in Egypt. Specifically, the study aimed at explores the barricades to job progression for female workers across various sectors in Egypt. The study used semi-structured questionnaire and interview guide for data collection. Data were analysed using frequency count, simple percentage, mean and standard deviation, while chi-square, t-test and regression analysis were used to test research hypotheses at 0.05 significance level. It was found that both male and female employees believed that nature of civilization, personification, patriarch system, supportive arrangement and interacting were the factors responsible for slow career benefits among professional women across industries in Egypt. The study concluded that society structure is the bane behind slow women progression in bank of industry Egypt. The study recommended that the Egyptian industries should review its laws to cater for both male and female workers equally. This study has shown that societal structure affect treatment of women in various sectors. This further shows that most African countries are yet to eliminate discriminated policy against women to allow their consistent career

progression. It is therefore, become paramount for study like this to be repeated in Nigeria, to determine whether there are factors affecting career progression among employees of public sector in North-eastern Nigeria.

Ukeka and Raimi (2017) examined the relationship among work-family role conflict, job performance and career progression among career women in the Federal Capital Territory, Abuja, Nigeria. Survey research design was considered for the study. The study randomly sampled 920 female from 29 selected organisations. Structured questionnaire was adopted for data collection while analytical tools such as the simple percentage, descriptive methods, Chi-Square (χ^2) statistical technique and a modified Service Level Agreement (SLA) model were used for data analysis. The study revealed a strong relationship among work-family role conflict, low job performance and low career progression among female in Abuja. The study attributed the relationship among the three variables family role conflict, job performance and career progression to some kind of stress and instability that further undermine the female capacity to perform her daily tasks effectively. However, this relationship was considered higher among women with more children and less spousal/family support or other forms of social support system. The study concluded that family role conflict affect job performance and career progression for women in their workplaces. The study recommended that there should be a clear separation of work and family role activities in order to create the psychological balance needed in both domains. Also, it was recommended that the organization should ensure that female staffs are not unduly overloaded with tasks that can lead to border crossing.

O'Sullivan and Sheridan (2017) examined the misrepresentations of women in management role due to popular culture and career progression system in selected banks in Finland. Specifically, the study attempted to analyse the representation of women in

managerial posts in various banks in Finland; to determine the effect of popular culture on career progression in various banks in Finland. The study was based on survey research design. The study sampled 275 employees across 12 selected banks in Finland comprises of middle and lower level managers. Structured questionnaire and interview guide were used for data collection. Descriptive analysis was used for data analysis such as percentage, mean and standard deviation, while hypotheses were tested using chi-square and linear regression. The study found that the women are less represented in top management level in banks. Also, there was misleading popular culture against women and this culture prevent women from having adequate representation in various topmost position in banks. Also, the career progression system in Finland banks are not in favour of women due to discrimination policy and unfavour leadership styles. The study concluded that the women are highly misrepresented in various managerial posts in Finland banks. The study recommended that societal appreciation of women should be preached among peoples while review of organisational policy should be done to right the wrong about discrimination of women in the banking sector in Finland. This study has shown that there are personal factors, cultural factors and organisational factors that capable of hinder women career progression and lead to misrepresentation of women. Therefore, it is expected of the current study to examine other possible factors that likely affect gender equity among employees in public sector in North-East Nigeria.

Morgan, James and Carol (2016) examined the role of self-interest on career progression among female staff of High College Schools in UK. The study was based on survey research design. The specific objective was to determine whether self-interest influence career progression among female staff. The study randomly sampled 375 female staff across high schools in United Kingdom. The study used structured questionnaire for data collection, while data were analysed using t-test and Analysis of variance (ANOVA) at

0.05 significance level. The study found that self-interest is among the personal factor that determines seeking for career progression among women. Also, it was established in the study that female staff are not always willing to compete with their male counterpart due to high chances of losing out. The study concluded that self-interest can impact on female career progression irrespective of education and experiences.

White (2015) examined the progression and performance of women in the professoriate in Bond University Queensland, Australia. The study purposively examined the progression rate for women in professoriate level in Bond University Queensland, Australia. Also, the study determined the performance of women professoriate against their male counterpart. The study sampled 65 professoriate candidates who are women in Bond University Queensland, Australia. The study used structured questionnaire and Proforma checklist as instruments for data collection. Data were analysed using inferential tools such as linear regression and chi-square. The study found that there was a consistent progression among women just like their male professoriate counterpart. Also, the study found that women performance are significantly in the overall activities of Bond university Queensland, Australia. The study concluded that those women professoriate are as competent as their male counterpart and being recognised and appreciated by Bond University Queensland, Australia. The study recommended that more women should be given opportunity to climb the ladder of professionalize for more effective organisational performance in Bond university Queensland, Australia. This study has shown that career women are relevant in almost every field including academic setting like university. Therefore, the current study is an attempt to examine whether gender of women influence career progression pattern in Nigerian banks in South-South, Nigeria

Tilbrook (2015) carried out an exploration study to determine the factors responsible for under-representation of particular gender among managers in Australian universities. The

study specifically attempted to analyse the representation of women in managerial posts in various universities in Australian. The study was based on survey research design. The study sampled 125 women in 10 universities in Australian. Structured questionnaire and interview guide were used for data collection. Descriptive analysis was used for data analysis such as percentage, mean and standard deviation, while hypotheses were tested using chi-square, t-test and multiple linear regression (MLR). The study found that the women are less represented in top management level in universities in Australia. Also, there was wrong social culture against women when chosen management staff in various universities in Australia. Also, the career progression for women to the managerial position is slow due to discriminated policies. The study concluded that women are highly underrepresented in various management posts in universities in Australia. The study recommended that members' society, especially in the university system should appreciate women and support them to reach management post in university. This study has shown that there societal factors and institutional factors that capable of hinder women career progression and lead to misrepresentation of women. Therefore, it is expected of the current study to examine other possible factors that likely affect gender equity in term of representation in public sector in North-Eastern Nigeria.

O'Connor (2015) examined the difference in rate of women and men in senior management in public organisation in United Kingdom. The study was based on survey research design. Total 325 top management staff from various public organisations were randomly selected, while structured questionnaires were used for data collection. The study was based on descriptive data analysis. The study found that the proportionate of men in top managerial position significantly surpassed the women. Also, it was found that the women at top management level are not mostly enjoy progression as expected due to institutional factors such as policy, leadership style, decision making and gender biasness.

The study concluded that women are underrepresented at managerial level in public organisations. The study recommended for review of most institutional policies that serving as bottleneck to progression of women in public enterprises. This study showed that even in advanced countries women career progression are still with some issues, men are highly represented. Therefore, the current study that intends to examine the gender equity among employees in public sectors in Nigeria is likely to reveal a unique finding regarding how well women are represented in various works that public establishment in North-Eastern Nigeria.

Malelu (2015) examined the institutional factors influencing career advancement of women in the faculty of education in Kenyatta University, Kenya. The study specifically examined the factors militating against career advancement of women. The study targeted all women in faculty education employed in KU on full time basis. Study randomly sampled 104 respondents across employees in faculty of education. Semi-structured questionnaires and interview guides were used for data collection. The study analysed data using chi-square and linear regression, while research questions were answered using frequency counts, percentages, weighted mean and standard deviation. The study found lower job progression among women, especially, those at the top cadre and that they are battling different difficulties including prejudice in promotion toward female workers with little or no opportunity to gain top management knowledge. The study concluded that women in the faculty of education were not been supported to maximize jobs benefits such as growth and personal development. Women are also battling with poor mentorship scope and unsupportive politicking in their organisations. The study recommended for the need to provide grants for further learning, including adaptive working arrangement for the women in the faulty of education. Also, the study recommended for gender campaigns and orientations for all individual personnel, enforcement of affirmative action and reviewing

of the promotion and appraisal criteria is also needed. The current study will fill the gap in the independent variable noticed in the reviewed study by including other factors such as psychological, social, cultural, environmental and personal in order to produce more elaborate findings and conclusion. Also, the reviewed study was carried out in Kenya, while the current study will be conducted in North-Eastern Nigeria. Thus, different in the location of the study could also produce unique findings that can guide the study to appropriate conclusion regarding factors affecting gender equity in public sector in North-East Nigeria.

Hyuk-Young (2015) researched the barriers against women's career progression using comparative study between Australia and South Korea. The study examined whether women career progression in both Australia and South Korea similar in term of barriers experiences or not. The study sampled 820 career women from both Australia and South Korea. Data was collected through structured questionnaire, while interview guide and regional observations were by 20 chief-research assistants. The study used simple percentage, mean and standard deviation for analysis of research questions while t-test, Analysis of Variance (ANOVA) and chi-square were used for testing hypotheses at 0.05 significance level. The study found that women were highly underrepresented in management post in both studied countries. The study categorized the blockades against female workforce in achieving job promotion into cultural barriers such as gender stereotypes, institutional barriers including blocked promotion, individual barriers including personality traits, and family-bounded barriers including family responsibilities. The study concluded that despite huge number and presence of women in various services in both Australia and South Korea their presence in the top management level is low. The study recommended for the review of various organisational policy as well as change of negative attitude toward women.

Okanlawon (2014) investigated the organizational barriers to women career progression in public organisation in Lagos, Ogun and Oyo states in south-west Nigeria. The study was based on survey research design. The total 320 career women were randomly sampled across the three states. The study used structured questionnaires for data collection and data were analysed using both descriptive and inferential analytical tools. The study found that roles of women in decision making are significant in public organisation only that their representation was low. The study found that family responsibility and institutional factor are the factors hinder women career progression. The study concluded that women are appreciated only that there are still institutional and family roles bottleneck that preventing women from attaining topmost career post in organisation. The study recommended that government should revisit institutional policy that preventing women from attaining career progression. This study has shown that even in Nigeria, especially in the public organisations, women contributions at managerial levels were appreciated but their numbers are underrepresented due to factors such as family roles and institutional policy. Therefore, the current study is therefore become necessary to access the level at which gender inequity is observable in the public sectors in the 21st century, with reference to north-eastern Nigeria.

Noble and Mears (2014) investigated the impact of affirmative action legislation on women working in higher education in Australia. The study was based on descriptive survey research design. The study sampled 120 top and middle management staff across public and private organisation in Australia, while 20 legal experts were selected as key informant. The study used semi-structured questionnaire and interview guide for data collection. Descriptive analysis such as frequency count, percentage and mean were used for data analysis, while results were presented using bar charts. The results showed that before legislation women career in higher education and other positions in Australia were

just procrastination. However, due to legal actions and intensify campaign women career progression become significant and promising. The study concluded that legal action forced most organisations in Australia to adjust their bureaucracy bottleneck blocking growth of women in organisation. The study recommended for consistency in application of legal resolution that declare women right to position in both public and private organisation. This study has shown that taken legal action could pave way for women inclusiveness and career progression. However, the study was not considered other factors such as state of mind of women, socio-economic factors, environmental and psychological effect on women career progression. Therefore, the current study will set its scope on these various factors to produce elaborate findings regarding factors influence gender inequity among employees of public sector in north-eastern Nigeria.

Laniran and Olaniran (2014) examined the socio-cultural barrier related toward career progression among women in Federal College of Education (Special) Oyo, Nigeria. Data was collected through structured questionnaires from 160 randomly selected women in Federal College of Education (Special) Oyo, Nigeria. The study used multiple linear regression and Multivariate Analysis of Covariance (MANCOVA) for data analysis at 0.05 significance level. It was found that the societal responsibility by female workers such as mothers, wives and daughter in the extended family play a crucial role in job advancement. A surviving plan that has been majorly adopted by female workers has showed persistent improvement in their ability to cope with gender disparities within colleges of education. The study concluded that socio-cultural effect on career progression is higher among women in Federal College of Education (Special) Oyo, Nigeria. The study recommended that public awareness should be intensify against socio-cultural hindrance toward educational and career progression among south-west states. This study has shown that Nigerian women are still experiences socio-economic barrier toward their

career development despite their academic achievement. However, the reviewed study has been conducted in the past eight years, which likely to influence the findings from current study, since chances are there the level of awareness about important women to have improved over the years. Therefore, this study will examine the rate of gender inequity among employees in public sector in North-East, Nigeria.

Endang and Zamroni (2014) examine the inconsistency in education, productivity and career development among women in Indonesian. Specifically, the study examined the relationship among educational qualification, job productivity and career development. The study adopted survey research design. Total 203 women working in various sectors in Indonesian were randomly selected from 10 selected industries. Structured questionnaire was use for data collection while data were analysed using both descriptive such as mean and standard deviation and inferential tools such as multiple linear regression and chi-square at 0.05 significance level. The study found that educational qualification of career women in Indonesian influence their productivity but not directly impact on their career opportunities. The study found that organisational policy as well as other factors such as personal and socio-cultural were retarding the career benefits for women in Indonesia. The study concluded that gender disparity exist between workers in Indonesia in favour of male workers than female workers. The study also maintained that educational qualification alone is not enough to impact on the career progression for women expect with other factors such as top management decision or political influential. The study recommended that promotion; selection and engagement of workers in Indonesia should be based on the merit of educational qualification as well as freed from favoursim to bridge gender gap in career progression. This reviewed study has shown that institutional policy and its implementation are still much among factors facing women career benefits. However, the reviewed study was conducted some years ago and also in Indonesia, which

call for recent research efforts to assess the scenario of gender equity among employees in public sector in North-Eastern part of Nigeria.

Cooper (2014) studied the women middle manager's perception of the glass ceiling effect on their career progression in banking sector in United Kingdom. The broad objective of the study is to determine whether employee in Banking sectors in United Kingdom believe in effect of glass ceiling or not. The study was based on survey research design. The study targeted 120 middle managers in banking industry, who were randomly selected across 24 banks. The study used semi-structured questionnaire and interview guide for data collection. The study used descriptive tools such as simple percentages, frequency count, mean and standard deviation for data analysis, while rating index was used to rank order influential factor toward career progression. The study found that majority of women that are middle manager believed that glass ceiling affect their career progression. Also, the study established that attitudes held by organisational leadership affected women career growth. The study concluded that women middle manager believe that glass ceiling exist and also believed that it negatively affect their career advancement. The study recommended that the leadership in the banking sector in UK should make efforts to remove the invisible glass ceiling such as unfavorable policy and social factors hindering women career progression in banking sectors in United Kingdom. This reviewed study has established that organisational policy that discriminate against women career progression exists even in advanced economy like United Kingdom. Therefore, it is pertinent for the current study to investigate how gender equity is being attained in public sector in north-eastern Nigeria.

Yoo (2013) carried out an empirical study to determine the equality in the treatment received by men and women in their workplace in China. The study specifically, considered the differences in the wages collected by employees based on their gender in

China. The study randomly sampled 2,400 employees across public and private firms in China. The selected employees were within the middle and top management level. The instrument used for data collection was questionnaire and interview guide. The study used descriptive tools for data analysis. The study found that there are disparities in the wages for male and female employee in China. Also, it was found that irrespective of educational qualification, the female workers are getting lesser pay to their counterpart doing similar jobs. The study attributed disparities in payment to socio-cultural practices and institutional policy. The study concluded that women were not treated equally like men workers in Chinese organisations. The study recommended that both private and public firms in China should review policy to enable women benefit like their male counterpart. The reviewed study was conducted in China and revealed that women are less paid compared to male workers. This shows the need for the current study in Nigeria, to reveal the Nigeria experiences regarding how gender equity is being sustained, especially in the public sector in North-Eastern, Nigeria.

Tracey and Crafford (2013) investigated the barriers to career advancement for professional women in investment banking in South African. Broad objective of the study is to determine the bottlenecking issue to professional women progression in bank. The study was based on cross-sectional descriptive survey research design. The study randomly sampled 230 professional women from across 13 branches of investment banking in South Africa. The study used structured questionnaire, interview guide and Proforma checklist for data collection. The study used descriptive and inferential analytical tools such as mean, standard deviation and standard errors to answer research questions, while t-test and linear regression analytical tools were used for testing hypotheses at 0.05 significance level. The study found that institutional factors such as policy, inconsistent policy implementation as well as psychological factors responsible for slow progression

among professional women in investment banks, South Africa. However, the study did not established different in wages along gender of employees in South Africa. The study concluded that both men and women in Investment bank of south Africa were equally pay only that professional female are having difficulty of career progression. The study recommended for review of institutional policy guiding investment banks in South Africa. Also, the study recommended for the need to train leadership of investment bank on how to implement policy in favour of all workers irrespective of gender. Professional women in investment banks were advised to seek further experiences through training and counseling to overcome psychological insecurity preventing them seeking higher position in Investment bank of South Africa. Thus, the reviewed study has shown that private owned bank such as investment bank in South Africa are not exempted from discriminative institutional policy that favour men against women and prevent career progression of women despite being professional in banking services. This study has set tone and scope for the current study, since the current study intends to investigate the gender equity among employees in North-East Nigeria.

Morley et al. (2012) carried out study to examine the attitudinal blockades to female job advancement in accounting sector in Australia. The study broad objective was to investigate whether women attitude impacted on their career progression in Australia. The study randomly sampled 125 middle and top management members in both public and private accounting sectors that were women. The structured questionnaire and interview guide were used as instruments for data collection. Data was analysed using descriptive analytical tools such as frequency count, percentage and mean, while inferential analytical tools such as t-test were used to test hypotheses. The study found that lack of self-desire to seek new challenges and phobia of multiple roles are among the attitudinal factors limiting the job advancement in accounting sector in Australia. Also, the study showed that there is

no institutional factors inhibiting women career progression in accounting sectors as women could move to any position without discrimination when meeting the requirement. The study concluded that women in accounting sector have attitudinal factor that preventing from attaining peak of career not institutional factors as earlier proposed. The study recommended the need for training and psychological security for women to boost their desire to seek high position in their career. This study shows that personal factors could not be totally written off as factor inhibiting women career progression. This make case for the current study to further verify whether personal factors such as attitude among the factors responsible for slow career progression for women in Nigerian banks. Also, the reviewed study attempted to explain variation in the career progression only on attitudinal factor, while numbers of other factors that can define career progression are not considered. Therefore, the current study extending the independent variables to include others like institutional, personal, socio-cultural, psychological and environmental in order to give elaborate findings on factors influence gender inequity in public sector in North-Eastern Nigeria.

Hewlett (2012) conducted a nationwide survey in the US to examine the perception of women about male dominance myth in various organisations. The study specifically aimed at determines whether truly gender discriminating policy exist in sectors in United States. The study sampled top 10% of women working in various sector in United States of America. The study used rating scale and Proforma checklist for data collection, while simple percentage and frequency count were descriptive analytical tools used for data analysis. The study established that in those firms where policies support female workers the usual behavior and inexorable job pressures weaken them. Also, it was found that female workers' lives have been long-drawn-out, but the reluctant behavior of majority company philosophies weigh down and compel individual female workers to feel

conceivable. It was concluded that female career advancement is impacted negatively by unfavour institutional policy and wrong perspective of peoples about women roles in the society. The study recommended that the government and policymakers in United States of America should review policy guiding operation of various public and private organisation in order to cater for both gender of workers without discrimination. This study had shown that even in the advanced countries of world such as United States of America, the discrimination against women is still common. This therefore, justify the need for the current study to examine whether similar situation could occurs in Nigeria, especially in the banking sectors which dominated by private actors and expected to have zero tolerance for discrimination among its workers irrespective of gender.

Steve (2011) examined the barriers to the careers of women in the Australian finance industry, based on glass ceilings and sticky floors. The study was based on survey research design. The total 1200 career women were sampled across 120 financial industries in Australia Sydney. The structured questionnaire was used for data collection, while data were analysed using descriptive tools such as percentage, mean and standard deviation. The study found that women had difficulties to secure job opportunities. Also, the criteria for job opportunities for women were inconsistent compare to the men. Though, the study showed that none of organisation has written document discrimination women occupation or career progression. The study also found that there are bottleneck for women progression to managerial post in financial institutions due to leadership styles and psychological effects. The study concluded that financial institution in Sydney needed review of organisational policy to accommodate more women as well as get rid of glass ceiling and sticky floors. This study has shown that women are lacking representation in financial institutions in Australia due to institutional policy, leadership styles and psychological effects. However, when imagine the year of study and persistent women

empowerment campaigns, there is chances for improvement in women representation and career progression. Therefore, the current study is an attempt to investigate factors influence gender inequity among employees in public sector in North-East of Nigeria.

2.4 Summary of Review and Gaps

The conceptual review in this study shows that the gender is not a sexism term of implying weaker and stronger sex. It simply signifies men and women with capability of transforming their society. Unlike sexism that perceived that male are stronger sex while female are weaker sex, thereby, expecting men to take on rigorous task and women take less rigorous tasks. The earlier misconception of gender leads some organisation employed women into lower carder or casual workers, while men were engaged on permanent bases. The reviewed conception established that misconception from olden days lead to disparities in men and women in our society today, even when numbers of women has joined organisation as career women. The men dominated world prevents women from various career opportunities. The conceptual reviewed has also shown that there are chances of having factors such as institutional factors, psychological factors, socio-cultural and environmental factors determine what women get as career opportunity in terms of job offers, promotion, managerial position, recognition position, subjective career success or transactional growth.

The theoretical reviewed showed that the study can be supported by four distinct theories such as Socialist Feminist theory advanced by Fraser (1998), Social Relations Theory of gender and development planning, which was developed by Naila Kabeer (1994) and Goal setting theory by Edwin in 1960 and frustration-aggression theory (Berkowitz, 1989). The four theories are complementary one another to offer explanation on the gender disparities in our society, especially, in relation to career opportunities. The four theories show

consistent in their explanation that society, institutional and personal could be responsible for what women get in terms of career opportunity.

The observations from various empirical studies showed that various studies have been dedicated toward women career opportunities only that most of the studies were attempted to explain variations in career opportunities for women using a single independent variable. Such effort implies low strength of association between dependent and independent variables. However, most of earlier studies have identified some independent variables such as institutional factors, personal factors, socio-cultural factors, psychological factors and environmental factors. Therefore, the current study will take initiative of a multivariable approach for independent variables to successfully explain factors responsible for gender inequity in the public sector in the north-eastern part of Nigeria.

Above all, the current study will attempt to bridge the gap created by dearth of literature regarding determination of factors affecting gender equity in the public sector in north eastern, Nigeria.

2.5 Hypothesis

The main objective of the study is to examine gender equality among employees in public sectors in north eastern, Nigeria, it is built on the perception that the public sector is meant to cater for the interest of all employees irrespective of gender.

Provided below are the hypotheses which support the study:

H₁: Institutional factor does not promote gender equality in the selected public sector in North-Eastern, Nigeria

H₂: Psychological factor does not promote gender inequality in the selected public sector in North-Eastern, Nigeria.

H₃: Socio-cultural factor does not promote gender inequality in the selected public sector in North-Eastern, Nigeria.

H₄: Economics factor does not promote gender inequality in the selected public sector in North-Eastern, Nigeria.

The significance level of 5% is accepted for the above hypothesis.

2.6 Conceptual Framework

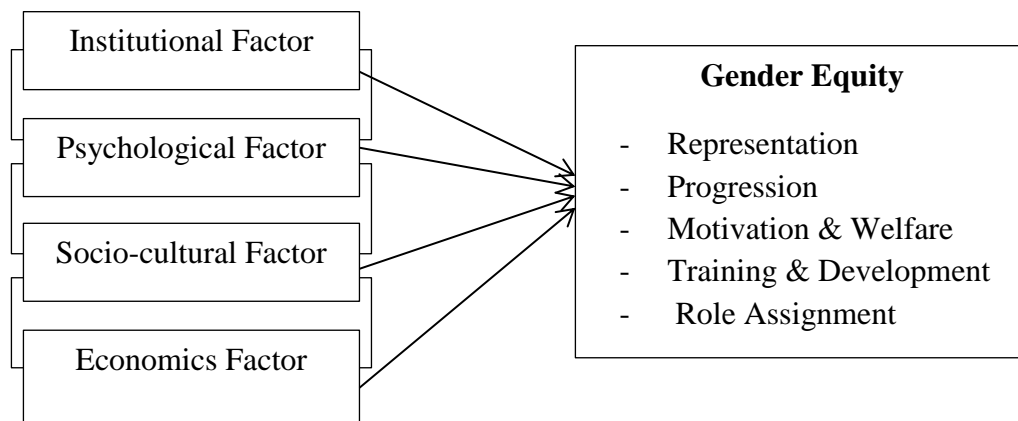


Figure 2.1: Conceptual Framework Gender Equity among Employees

Thus, the conceptual framework for this study suggested that institutional factor could directly impact gender equity. Similarly, physiological, socio-cultural and work environment factors could define the gender equality in public sectors.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter contains the methods used by the researcher to meet the objectives of the study. It contains the research design, the study population, the source of data to be used by the research, the instrument to be used in analyzing data, how data were being interpreted as well as the models to be used by the researcher.

3.1 Research Design

This study adopt survey research design. The survey research design is a type of study where researcher has not intention of control or operate any of the variables under study (Onwumere, 2009). The choice of this method is based on the fact that the population and sample of this study are scattered in different states of North-east of Nigeria. Therefore the only way to reach the subjects is through survey method. Survey enables a researcher to study objects in their scattered location. Survey research design was also considered for this study as argued by Jen (2010) that, survey study focus on assembling facts on specific portion of population from an analysis of a sample and oversimplifying the finding as may be found after analysis of the sample to the entire population.

3.2 Sources of Data

The data for this study were obtained through two main sources which are primary and secondary sources.

3.2.1 Primary Data

These are original data collated for the purposes of the problem under investigation Asika (2005) stresses that primary data mainly come from direct observation of events, manipulation of variables, contrivance of research situations including performance of

experiments and response to questionnaire. For the purpose of this study, the primary data were generated from research instrument that was specifically designed for this study.

3.2.2 Secondary Information

Secondary information were obtained from the review of publications relevance to this study and these include textbooks, journals, annual reports, magazines, newspapers and some unpublished works related to battle management practices and political party management. Some materials were also obtained from the internet etc.

3.3 Population of the Study

The population of the study consists of all employees in public sector in Adamawa, Bauchi, Borno, Gombe, Taraba and Yobe states in North Eastern Nigeria. Thus, the population of the study is estimated 1,994,484 public employees in the six states (NPC, 2022).

3.4 Sample Size

A sample is the representativeness of the population from which it is drawn if the aggregate characteristics of the sample closely approximate those same aggregate characteristics of the population (Yomere and Agbonifoh, 1999; Mark et al, 2009). The sample size was derived using the purposive sampling technique, by selecting 20 employees comprising 10 top management staff and 10 middle management staff, from each of the six states in north eastern Nigeria. Therefore, a total of 120 respondents were selected from the employees in public sector in North eastern Nigeria

3.5 Sampling Techniques

Sampling technique is the sampling method adopted in the selection of element in the sample. For the purpose of representativeness and to be unbiased with data collection, the simple random sampling technique was employed to select the 10 top management staff and 10 middle management staff from each of the six states in north eastern Nigeria, This sample technique gives equal chance to all elements to be selected for the study.

3.6 Description of the Research Instrument

The research instrument that was used in this study for data gathering was the structured questionnaire and structure interview guide. The questionnaire was formulated based on the research questions that was raised in the first chapter of this study. The questionnaire has two sections; 'A' and 'B'. Specifically, all the questions in section 'A' were general information focused on the respondents while section 'B' comprises of all the constructs and their items in line with the objectives of the study. The items for each construct was structured to directly address the research questions. In the design of the questionnaire, four (4) point Likert scale method was adopted.

3.7 Validity of the Instrument

Validity is the most important characteristics of a test a measuring instrument can possess. It is the degree to which a test measures what it is supposed to measure and consequently permits appropriate interpretation of scores (Gill and Johnson, 2002). It involves the operationalisation of concepts or constructs needed to carry out the translations. The questionnaire was properly designed and a conduct of a pre-test of every question contained in the questionnaire were carried out to ensure that they are valid. Validity of the instrument were measured using face validity, and this were done by three management experts from both the political science and the academics, who studied the instrument thoroughly to ensure they are in line with the objectives of the study.

3.8 Reliability of the Instrument

Reliability of the research data collection instrument is the extent of response reproducible over a number of times the instrument is tested, or the extent to which the instrument the responses obtained through each of the items on the instrument is internally consistent (David and John, 2014). There are several ways of ascertaining the reliability of a test instrument but amongst all, Cronbach's Alpha coefficient method was adopted in this current study. Applying this test specifies whether the items pertaining to each dimension

are internally consistent and whether they can be used to measure the same constructs or battle management strategies on performance of political parties. The justification for use this method and not any other methods like Test-retest, split-half is because of their inherent shortcomings which Cronbach's Alpha relieves.

Procedurally, the researcher pre-tested twenty (20) copies of the test instrument before the actual survey for the study. The responses that were obtained from the pre-study survey were subjected to the Cronbach Alpha's internal consistency test via SPSS (statistical package for social sciences) version 20.0. The results of reliability test show a coefficient of Cronbach's Alpha of .787, which is considered reliable based on the argument made by Nunnally and Bernstein (1994), that the reliability of the instrument while using Cronbach's alpha should be 0.700 or above. Thus, the instrument was considered reliable and internally consistent for the study

3.9 Data Analysis Techniques

Data that were collected for the study were analyzed using statistical tools such as, descriptive which are simple percentage and average, while inferential statistics which are Regression analysis and Pearson Product Moment Correlation (PPMC) were used for testing research hypotheses at 0.05 significant level. All analyses for the data were ran with SPSS version 20.0 software.

3.10 Decision Rule

In testing hypotheses, the calculated value of the test statistic were compared with critical or table value of the statistic. The critical or table value serves as a benchmark for rejecting or not rejecting the null hypothesis. Therefore, the decision rule applied in this research is to reject the null hypothesis if the calculated value at 5% significance level with respective degrees of freedom is greater than the table value, otherwise do not reject

CHAPTER FOUR

DISCUSSION AND ANALYSIS

4.1. Introduction

This section presents the results of analysis of data obtain from 120 studied employees of the Public Sector in North Eastern, Nigeria. This section also presents the results of descriptive statistics, the empirical results of the relationship between factors and women proportion among employees of public sectors in north eastern, Nigeria.

4.2 Analysis of Research Questions

Research Question 1: What is the proportion of female among employees of public organization in the study area?

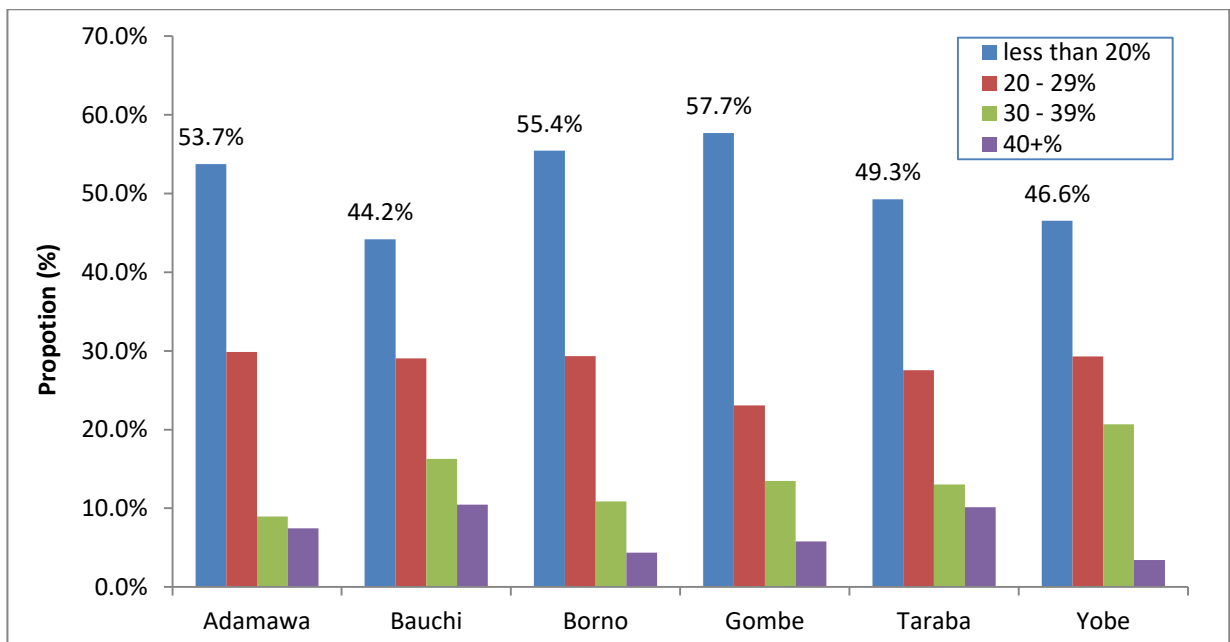


Figure 4.1: Proportion of Female among Employees of Public Organization in the Study Area

The results on Figure 4.1 reveal the respective distribution of female workers across the selected public organisation in north eastern, Nigeria. The results shows that across the states most organisation 53.7% in Adamawa, 44.2% in Bauchi, 55.4% in Borno, 57.7% in Gombe, 49.3% in Taraba and 46.6% in Yobe indicated having female representation less

than 20% of the total workers. Also, all states in the north eastern Nigeria have very few female representation above 40%. This shows that female representation across public sectors in north eastern Nigeria is low.

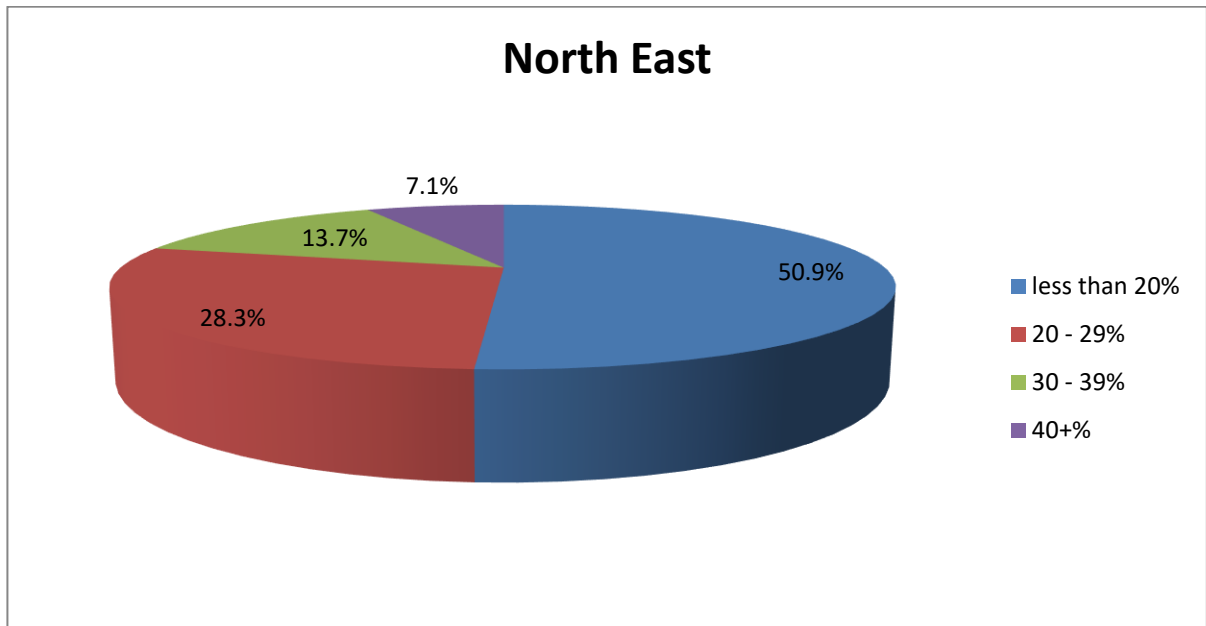


Figure 4.2: Overall Representation of Female Workers in Public Sectors in North East Nigeria

The results on Figure 4.2 summarized the overall representation of female employees across various organisations in public sectors in north eastern Nigeria. The results showed that 50.9% of respondents expressed that female workers are less than 20% in their firms. Likewise, 28.3% indicated that the proportionate of female workers in their firm is just between 20 – 29%.

Research Question 2: What are the institutional factors that influencing job opportunity among gender in the public sectors?

Table 4.1: Institutional Factors Influencing Job Opportunity among Gender in the Public Sector

S/n	Items	SA Fx (%)	A Fx (%)	D Fx (%)	SD Fx (%)	Mean	Remark
1	In my work places, some policies systematically retains some position for men as against women employees	60(50%)	29(24%)	14(12%)	17(14%)	3.10	Agree
2	In my work place, assignment into position are mostly done without consideration of gender proportionate	26(22%)	60(50%)	20(17%)	14(12%)	2.82	Agree
3	It is part of culture of my firm that men hold more positions than women	76(63%)	22(18%)	16(13%)	6(5%)	3.40	Agree
4	Implementation of policy in my organisation usually overlook aspect of gender equality	24(20%)	76(63%)	14(12%)	6(5%)	2.98	Agree
5	The workforce diversity management in my work place is not efficient to cater for equal gender representation	70(58%)	23(19%)	15(13%)	12(10%)	3.26	Agree
6	The leadership style in my organisation mostly suited men dominant	20(17%)	79(66%)	17(14%)	4(3%)	2.96	Agree

Note: SA: Strongly Agree; A: Agree; D: Disagree; SD: Strongly Disagree,

The results on table 4.1 reveals the respective perception of sampled employees across organisation in public sectors in north eastern Nigeria on institutional factors likely promote gender disparities in organisation. The results showed that 50% of respondents expressed their agreement view to the assertion that some policies systematically retain some position for men as against women employees (mean 3.10). Also, 50% of respondents agreed that in their respective work place, assigning individual into key position are mostly done without consideration of gender proportionate (mean= 2.82). Likewise, 63% of sampled employees in the public sector in north east Nigeria expressed strongly that it is part of culture of in their work places that some positions have to be held by men (mean =3.40). More so, 63% of respondents expressed that policy implementation process in their work places usually done by overlooking aspect of gender equality (mean =2.98). Likewise, the workforce diversity in various public sectors in north eastern Nigeria is not efficient to cater for equal gender representation. This fact was established by 58% of sampled employees of public sector in the study area (mean =3.26). Lastly, leadership styles in most organisations in public sector in north eastern Nigeria are made to suit men dominant. This opinion was shared by 66% of sampled employees in public sector in north eastern Nigeria (mean =2.96).

Research Question 3: What are the associative psychological factors leading toward gender inequality among workers of public sectors?

Table 4.2: Psychological Factors Leading Toward Gender Inequality among Workers of Public Sectors in North-Eastern, Nigeria

S/n	Items	SA Fx (%)	A Fx (%)	D Fx (%)	SD Fx (%)	Mean	Remark
1	Women mostly soft pedal in seeking high post due self-regard	85(71%)	23(19%)	8(7%)	4(3%)	3.58	Agree
2	Seeking sensitive posting in firm could expose individual to insecure state of minds, which is most women consider not too good	23(19%)	66(55%)	18(15%)	13(11%)	2.83	Agree
3	Attainment of highest post in firm (manager) implies huge responsibility that can weigh down women	70(58%)	28(23%)	17(14%)	5(4%)	3.36	Agree
4	Most women in public sector expect men to voluntarily reserve certain post for them in unopposed manner	29(24%)	65(54%)	19(16%)	7(6%)	2.97	Agree
5	Women do not always ready to be burdened with undue leadership work, therefore, prefer not to seek top post	84(70%)	22(18%)	8(7%)	6(5%)	3.53	Agree
6	To be among leader within the firm, implies to be first person to take blame of lapses of other, which most women do not like	19(16%)	71(59%)	16(13%)	14(12%)	2.79	Agree

Note: SA: Strongly Agree; A: Agree; D: Disagree; SD: Strongly Disagree,

The results on table 4.2 present the psychological factors likely leading to gender inequality among workers of public sectors in north eastern Nigeria. The result showed that majority of respondents (71%), unanimously agreed that women mostly soft pedal in seeking high post due self-regard (mean =3.58). Also, 55% of respondents expressed that most women do consider the fact that seeking sensitive post in firm could expose them to insecure state of minds (mean=2.83). Likewise, 58% of respondents expressed that one of factors limiting women representation in job is the fear that attainment of highest post in firm may implies huge responsibility that can weigh someone down (mean =3.36). Most women in public sector expect men to voluntarily reserve certain post for them in unopposed manner. This fact is established by 54% of sampled employees across public sectors in north eastern Nigeria (mean =2.97). Majority of respondents (70%) expressed that women do not always ready to be burdened with undue leadership work, therefore, prefer not to seek top post (mean =3.53). Also, 59% of respondents expressed that women perceived that to be among leader within the firm, implies to be first person to take blame of lapses of other, thereby, most women think twice to seek post (mean =2.79).

Research Question 4: What are the socio-cultural factors that influence gender inequality among workers of public sectors?

Table 4.3: Socio-cultural Factors Influencing Gender Inequality among Workers of Public Sectors in North-Eastern, Nigeria

S/n	Items	SA Fx (%)	A Fx (%)	D Fx (%)	SD Fx (%)	Mean	Remark
1	Women are expected to be a mother within their society thereby look odd when leaving home to work daily	73(61%)	11(9%)	13(11%)	23(19%)	3.12	Agree
2	Some believes and religious practices forbid women from working,	22(18%)	84(70%)	7(6%)	7(6%)	3.01	Agree
3	There is always job at home for women as a wife and mother, thereby seeking extra responsibility at work is not ideal	25(21%)	76(63%)	14(12%)	5(4%)	3.01	Agree
4	Some norms and value for within some society forbid women from working or leaving their home	84(70%)	23(19%)	10(8%)	3(3%)	3.57	Agree
5	Women within the society are embodiment of respect and do not need to mingle with men in any case	67(56%)	28(23%)	13(11%)	12(10%)	3.25	Agree
6	Seeking job outside husband home, is a sign of immodesty for women in most communities	98(82%)	7(6%)	9(8%)	6(5%)	3.64	Agree

Note: SA: Strongly Agree; A: Agree; D: Disagree; SD: Strongly Disagree,

Table 4.3 present the results on the socio-cultural factors influencing gender inequality among workers of public sectors in North-Eastern, Nigeria. The results showed that 61% of respondents expressed that women are expected to be a mother within their society thereby look odd when leaving home to work daily (mean =3.12). Also, 70% of respondents unanimously expressed that in north-eastern, Nigeria, there are some believes and religious practices, that forbid women from working (mean =3.01). Likewise, 63% of respondents believed that the fact that there is always job at home for women as a wife and mother, seeking extra responsibility at work is not ideal (mean =3.01). More so, 70% of sampled employees across public sectors in north eastern Nigeria unanimously expressed that some norms and value within some societies forbid women from working or leaving their home (mean =3.57). Women within the society are embodiment of respect and do not need to mingle with men in any case. This fact was expressed by 56% of the sampled employees of public sectors in north eastern Nigeria (mean =3.25). Some members of society still believe that seeking job outside husband home is a sign of immodesty for women. This fact is established by 82% sampled employees across public sector in north eastern Nigeria (mean=3.64).

Research Question 5: What are the economic factors that influence gender inequality among workers of public sectors?

Table 4.4: Economic Factors Influencing Gender Inequality among Workers of Public Sectors in North-Eastern, Nigeria

S/n	Items	SA Fx (%)	A Fx (%)	D Fx (%)	SD Fx (%)	Mean	Remark
1	Ideally, women are not bear burden of financial support in their home	3(3%)	8(7%)	30(25%)	79(66%)	1.46	Disagree
2	There are many non-financial responsibilities among family that women need to attend to, thereby women do not need to get stress while seeking job	28(23%)	65(54%)	14(12%)	13(11%)	2.90	Agree
3	Women do not need too much in term of finance thereby it is not always necessary to seek high pay job	76(63%)	13(11%)	12(10%)	19(16%)	3.22	Agree
4	Since women are not the one feeding the family, any kind of job or cadre suited them	22(18%)	85(71%)	7(6%)	6(5%)	3.03	Agree
5	Since most parents will not ask their female child to feed or send them money, the women in public sector can always be satisfy with any post given without stress	73(61%)	28(23%)	17(14%)	2(2%)	3.43	Agree
6	In general women are not under any financial obligations that can encourage their maximal participation in training and development	28(23%)	68(57%)	17(14%)	7(6%)	2.98	Agree

Note: SA: Strongly Agree; A: Agree; D: Disagree; SD: Strongly Disagree,

Table 4.4 present results on economic factors influencing gender inequality among workers of public sectors in north-eastern, Nigeria. It was showed that 66% of respondents strongly disagreed to the assertion that women are not bear burden of financial support in their homes (mean =1.46). However, 54% of respondents expressed their agreement view to the assertion that there are many non-financial responsibilities among family that women need to attend to, which may not make to get stress while seeking job (mean=2.90). More so, 63% of respondents expressed that some women believe they do not need too much in term of finance, thereby it is not always necessary to seek high pay job (mean =3.22). Likewise, 71% of respondents unanimously expressed that since women are not the one feeding the family, they therefore usually settle for any kind of job or cadre (mean=3.03). More so, 61% of respondents expressed that most women feel that their parents will not ask them to feed or send them money, thereby, women seems to be satisfied with any post given them without stress in public sector (mean =3.43). In general women are not under any financial obligations that can encourage their maximal participation in training and development while at public sector. This fact is established by 57% of sampled employees across public sector in north eastern, Nigeria (mean =2.98).

4.3 Preparation of Data for Inferential Analysis

To ensure that the results of data analysis are valid and reliable, the researcher must ensure that the data are of good quality (Zikmund, 2003). Therefore, pre-test of all data were done prior to data analyses to confirm whether the assumptions of data analyses were met. This exercise was done using SPSS for accuracy of data entry. However, missing values, outliers, normality, collinearity and heteroscedasticity were also determined to ensure data quality as follows:

4.3.1 Data Cleaning and Screening

Following procedure outlined by Tabachnic and Fidell (1996), as cited in Odo (2017) all the variables were reviewed individually for univariate outliers. Outliers are extreme data points that may affect results of statistical tests. They potentially have significant effects on the indices of model fit, parameters estimates, and standard errors (West et al., 1995). Scatter plot graph was used in the detection of outliers. There were no significant outliers considering the sample being large in size.

Table 4.5: Descriptive Analysis

Variable	Range	Min	Max	Mean	Std. Dev.	Var.	Skewness	Kurtosis	$Z = \frac{\text{Skewness}}{\text{Kurtosis}}$
Institutional Factor	2.500	3.500	1.000	2.390	0.433	0.188	0.082	-0.213	-0.383
Psychological Factor	2.340	3.670	1.330	2.453	0.423	0.179	-0.099	-0.253	0.393
Socio-cultural Factor	2.400	3.700	1.300	2.483	0.479	0.229	0.087	-0.637	-0.136
Economics Factor	2.400	3.700	1.300	2.471	0.476	0.227	0.037	-0.417	-0.090
Proportion of women worker	1.250	2.250	1.000	1.543	0.279	0.078	0.197	-0.301	-0.656

N=120

Dataset for the respective variables including dependent variable were examined for normality by reviewing the skewness and kurtosis. As observed on the table 4.5, all variables have ratio of skewness to kurtosis that fall with the range of -1.96 and 1.96. Indicating that data for the respective variable which include institutional factor, psychological factor, socio-cultural factor and economic factor were little skewed and kurtotic. Though, the skew does not differ significantly from normal. It is then assumed that our data are approximately normally distributed, in terms of skewness and kurtosis.

4.3.2 Tests of Normality

Dataset for the respective variables including dependent variable were further examined for normality using Kolmogorov-Smirnov and Shapiro-Wilk tests. In this test, all distribution scores for all dependent variables and predictors were entered in the SPSS package and results were observed. Tabachnick and Fidell (2001) opine that if Kolmogorov-Smirnov statistic test shows a non-significant result (Sig value of more than .05) then, the data is normally distributed. The results as presented in table 4.6 show that all variables including dependent variable have non-significant p-value which greater than 0.05. Therefore, suggested that our data is normally distributed and suitable for linear regression analysis.

Table 4.6: Tests of Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Institution Factor	.043	423	.190	.995	423	.336
Psych Factor	.035	423	.200*	.997	423	.680
Socio-cult Factor	.044	423	.173	.996	423	.626
Econs. Factor	.059	423	.152	.992	423	.081
Female Proportion			.168			.237

*. This is a lower bound of the true significance.

a. Lilliefors Significance Correction

Table 4.7: Matric Correlations

	Institutional Factor	Psychological Factor	Socio-cultural Factor	Economics Factor
Institutional Factor	1.000			
Psychological Factor	.523	1.000		
Socio-cultural Factor	.467	.491	1.000	
Economics Factor	.499	.527	.452	1.000

The multicollinearity was checked using correlation matrix. The use of correlation was considered appropriate based on suggestion provided by Cohen and Cohen (1983) who argued that a correlation higher than .70 indicates the probability of multicollinearity which makes the regression coefficients unstable and difficult to interpret. However, in this study, the results of correlation analysis presented in table 4.7 indicate that all correlations between measures were lower than .70, which suggests that the measures for the data used in this study were suitable for inclusion in the regression analyses used to test the hypotheses.

4.3.3 Goodness of Fit of Model for Regression Analysis

The tests for goodness of fit for the model regression used in this study were determined using model summary and Analysis of variance (ANOVA) presented in table 4.8 and table 4.10 respectively.

Table 4.8: Model Summary for Multiple Linear Regression Analysis

Model	R	R Square	Adjusted R Square	Std. Error	Durbin -Watson
1	.858 ^a	.736	.733	.11813	2.016

a. Predictors: (Constant): Economics Factor, Socio-cultural Factor, Institutional Factor, Psychological Factor

b. Dependent Variable: Proportion of Female Employee

In term of goodness of fit of the model, the coefficient of determinations R^2 in the model is 0.858. This indicates that about 86 percent of the total variations in proportion of female employees in public organisation in north eastern, Nigeria, are jointly explained by independent variables. Also, the Durbin Watson test of autocorrelation reveals total nonappearance of serial autocorrelation. This is because the calculated value of DW (2.016) falls between the lower (1.61) and upper (2.39) critical value of DW at 5% significant level. With this result, it is shown that there is no presence of serial

autocorrelation in the model used. Therefore, parameter estimates from the model are stable and efficient.

Table 4.9: ANOVA (Model Fitness)

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	16.287	4	4.072	291.768	.000 ^b
Residual	5.847	115	.014		
Total	22.134	119			

a. Predictors: (Constant): Economics Factor, Socio-cultural Factor, Institutional Factor, Psychological Factor

b. Dependent Variable: Proportion of Female Employee

More so, the results of ANOVA model in Table 4.9, revealed F-value (291.768) with p-value < 0.05 . This implies that model is statistically significant at 5%. This further depicted the overall model fitness.

4.4 Post Regression Diagnostic Test (PRDT)

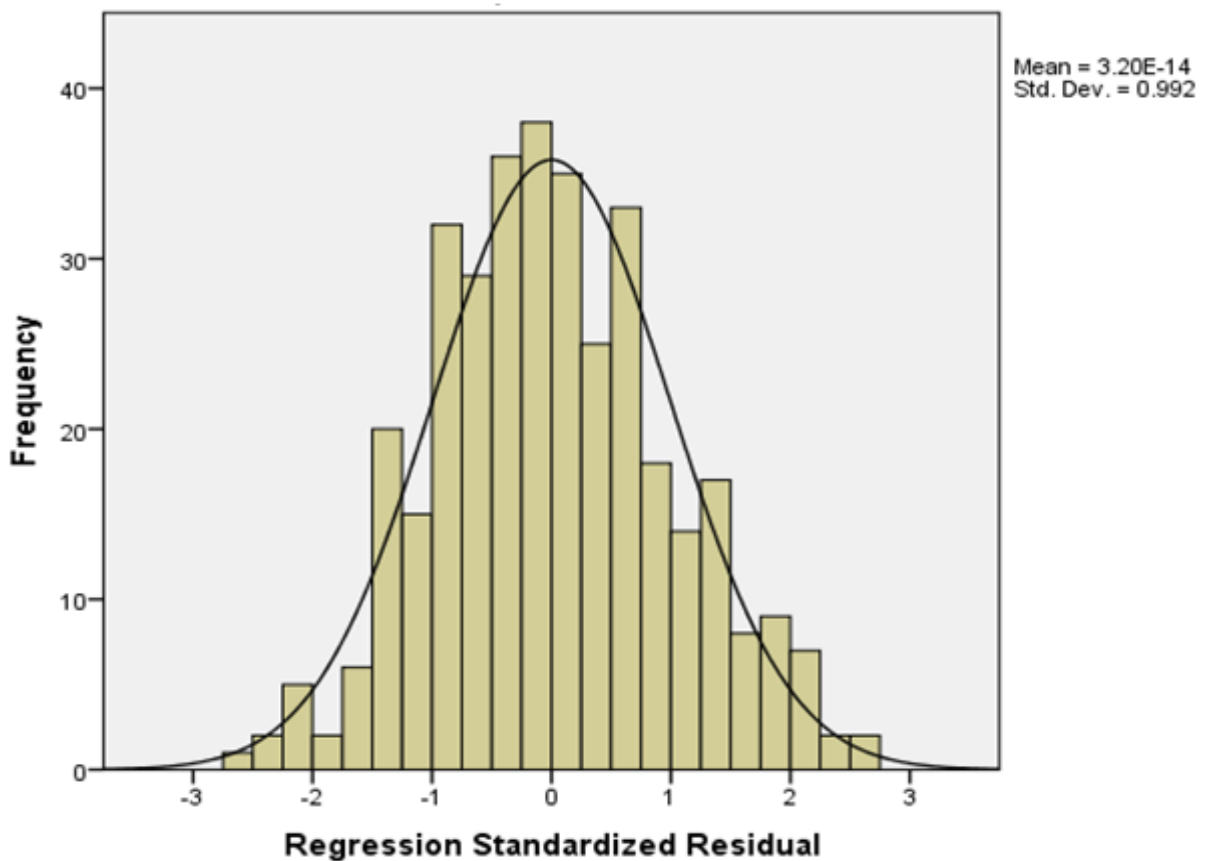
Post regression diagnostic test (PRDT) was carried out so as to certify the regression model before generalization, which includes: test for Multicollinearity using the VIF test, test for Heteroskedasticity and added value plot.

Table 4.10: VIF and Tolerance Test for Multicollinearity

Model	Collinearity Statistics	
	Tolerance	VIF
(Constant)		
Institutional Factor	.550	1.818
Psychological Factor	.549	1.823
Socio-cultural Factor	.620	1.612
Economics Factor	.589	1.699

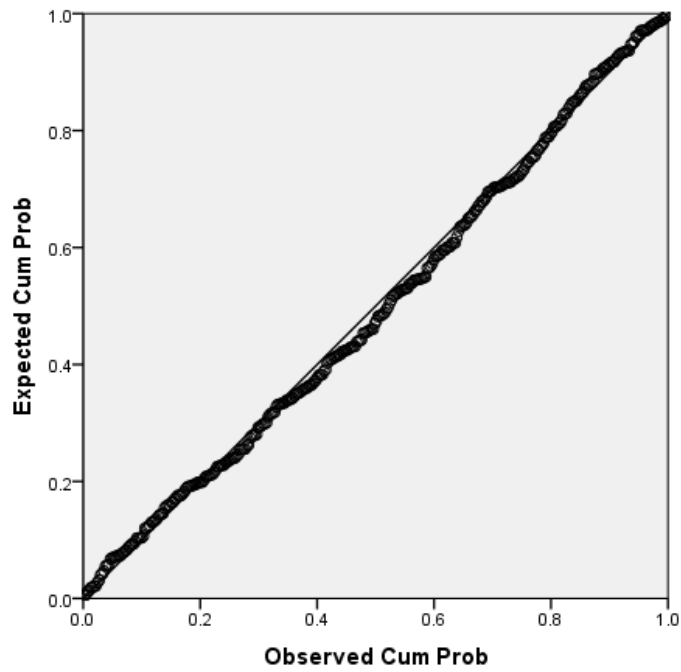
The analysis also checked for multicollinearity among the study variables which are argued to inflate their estimated standard errors and reduce the likelihood that individual

variable coefficients will achieve statistical significance. According to Myers (1990), a tolerance value that is fall below 0.10 shows a serious collinearity. Furthermore, Menard opined that variable Inflation Factor (V.I.F) value higher than 10.00 indicates significant level of collinearity, which reveal greater unreliable data. leThe analysis in this study showed that all the variables had a V.I.F value greater than 1 and less than 4 which is within criteria set by Myers (1990). The tolerance value was between 0.522 and 0.620 which were also within Myers (1990) criteria.



Dependent Variable: Proportion of Female Employee

Figure 4.3: Histogram of Standardized Residual



Dependent Variable: Proportion of Female Employee

Figure 4.4: Normal P-P Plot of Regression Standardized Residual

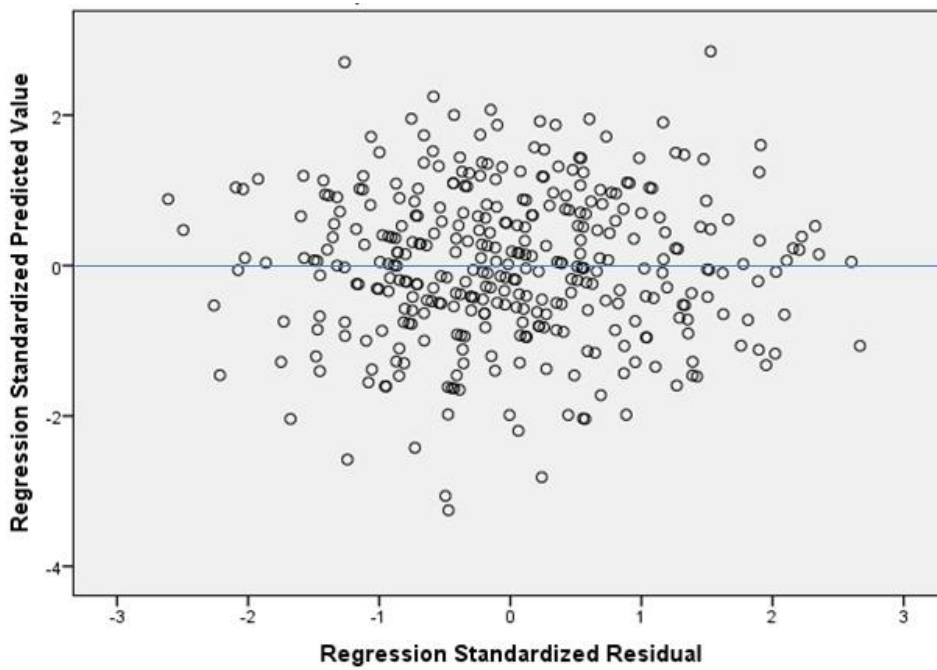


Figure 4.5: Scatter Diagram Plot

In order to check for the level of heteroscedasticity and linearity, the plot for ZRESID against ZPRED (standardized residuals against standardized predicted values) was done. To confirm the lack of heteroscedasticity and non-linearity, the results of P-Plots in Figure 4.3 show that the data points nearly all fall very close to the ideal diagonal line. Likewise, the scatter plot diagram in Figure 4.4 shows that the points are randomly and evenly dispersed throughout the plot. This pattern is indicative of a situation in which the assumptions of linearity and homoscedasticity have been met. Given the lack of heteroscedasticity, this confirms that the regression results from the data are reliable and accurate. The five categories of responses on the likert scale were converted to numerical ratings from one to five and thereby used suitable for multilinear regression analysis (MRA).

4.5 Testing of Hypotheses

Table 4.11: Regression Analysis on Factors Influencing Gender Inequality in Selected Public Sector in North Eastern Nigeria.

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	4.160	.279		14.910	.002
Institutional Factor	-.241	.014	-.458	-17.589	.003
Psychological Factor	-.226	.014	-.417	-16.017	.001
Socio-Cultural Factor	-.245	.012	-.513	-19.837	.001
Economics Factor	-.156	.012	.124	-13.000	.003

a. Dependent Variable: Proportion of Female Employee

Hypothesis 1: Institutional factor does not significantly promote gender equity in the selected public sector in North-Eastern, Nigeria

The result of regression analysis in Table 4.11 shows that there is significant but negative contribution of institutional factor on proportion of female employees in selected public organisation in north eastern, Nigeria hence, the study rejected the null hypothesis that stated that Institutional factor does not significantly promote gender equity in the selected public sector in North-Eastern, Nigeria.

This implies that institutional factor is playing significant but negative contribution towards proportion of female workers in the studied public organisation in north eastern, Nigeria. The results on Table 4.11 revealed further that the coefficient value ($B = -0.241$, $t = -17.589$, $P\text{-value} = 0.003$), which implies that institutional factor responsible for about 24.1% reduction in female representation among employees in the public sectors in North Eastern, Nigeria

Hypothesis 2: Psychological factor does not promote gender inequality in the selected public sector in North-Eastern, Nigeria.

The result of regression analysis in Table 4.11 shows that there is significant but negative contribution of psychological factor on gender inequality in the selected public sector in north-eastern, Nigeria. Hence, the study rejected the null hypothesis that stated that Psychological factor does not promote gender inequality in the selected public sector in North-Eastern, Nigeria.

This implies that psychological factor is playing significant but negative contribution towards gender equality in the selected public sector in north eastern, Nigeria. The results on Table 4.6 revealed further that the coefficient value ($B = -.226$, $t = -16.017$, $P\text{-value}$

=0.001), which implies that psychological factor is contributing about 22.6% reduction in female workers representation in the public sector in north eastern, Nigeria.

Hypothesis 3: Socio-cultural factor does not promote gender inequality in the selected public sector in North-Eastern, Nigeria.

The result of regression analysis in Table 4.11 shows that there is significant but negative contribution of socio-cultural factor on gender equality in the selected public sector in north eastern, Nigeria. Therefore, the study rejected the null hypothesis that stated that socio-cultural factor does not promote gender inequality in the selected public sector in North-Eastern, Nigeria.

This implies that socio-cultural factor is playing significant but negative contribution towards gender equality in public sector in north eastern, Nigeria. The results on Table 4.6 revealed further the coefficient value ($B = -.245$, $t = -19.837$, $P\text{-value} = 0.001$), which implies that socio-cultural factor contributing about 19.84% to the reduction in gender equality in north eastern, Nigeria.

Hypothesis 4: Economics factor does not promote gender inequality in the selected public sector in North-Eastern, Nigeria.

The result of regression analysis in Table 4.11 shows that there is significant but negative contribution of economic factor on gender equality in selected public sector in north eastern Nigeria. Hence, the study rejected the null hypothesis that stated that economics factor does not promote gender inequality in the selected public sector in North-Eastern, Nigeria

This implies that economic factor is playing significant but negative contribution towards gender equality in the studied public sector in north eastern, Nigeria. The results on Table

4.6 revealed further the coefficient value ($B = -.156$, $t = -13.000$, $P\text{-value} = 0.003$), which implies that economic factor contributing about 15.6% to the reduction in the proportion of female workers in the public sectors in north eastern, Nigeria.

4.6 Discussion of Findings

1. The results from first research question established that the proportion of female among employees of public organization in the study area is below average. Specifically, most employees in public sectors in north eastern Nigeria expressed having less than 30% women representation among employees. This shows that men dominated employees in the public sector in north eastern, Nigeria. This finding may not be unconnected with the fact that the study area in north eastern, Nigeria is a typical Africa society which is patriarch in nature, where male dominated workforce and female are meant to maintain home through house chore and childbearing among others. This finding concurs with the earlier works by Endang and Zamroni (2014); Ene-Obong et al. (2017); and Falk and Hermle (2018); which established that African society such as Nigeria are men organized society, where men dictate activities, especially outdoor activities such as working in the factory, private and public organisation. Similar, conclusion was arrived at by Akiniyi (2014); O'Sullivan and Sheridan (2017); and Ukeka and Raimi (2017) that women representation in various organisations including public sector is low in Nigeria, especially in northern part of Nigeria, due to men domination and various other factors. O'Connor (2015) found that women are less enrolled into formal education which could limit their chances of securing job in various organisations. Likewise, Worsdale and Wright (2020); and Tilbrook (2015) found that proportion in health, teaching, military, judiciary, engineering and marketing are enormous such that limited spaces are left for women representation.

It is also found in this study that the representation of women in high post and vital decision making body in various organisations is low, this further proved that the gender disparity among employees in north eastern, Nigeria is higher in favour of male workers. Similar finding was made by Laura, Luc and Ana (2019) and Salma (2019) their study established that men are the dominant among workers; influence every activities, while holding higher position. Ukeka and Raimi (2017) expressed that gender disparity in term of role assignment is higher among employees even at public sectors in favour of male workers.

2. The result from second research question and tested hypothesis established that instructional factor significantly widen gaps between male and female representation among workers, especially in public sector in north eastern, Nigeria. The study found that in most public places policy execution systematically research some position for men. Likewise, it was established that role assignment, workforce diversity management and leadership style in most public sectors in north eastern, Nigeria. This finding concurs with findings by Kandola (2016); Kabeer (2018); Akiniyi (2014); White (2015) and Salma (2019) that institutional factors promote gender imbalance in most organisation. Morgan, James and Carol (2016) found that most organisations silence about hiding policy that discriminate against women but significantly impact on women representation in their respective firm. Falk and Hermle (2018) maintained that institutional factors imply all activities, policy, guidelines and formally set of rules within an established organisation that meant to guide the every events including workers pattern. However, evidences from most reviewed studies such as Hyuk-Young (2015); O'Connor (2015); Laura, Luc and Ana (2019) established that on the surface, no institutional factor especially policy hinder women participation,

progression or enrolment, expect that execution of such policy tailored toward male workers rather than female. Worsdale and Wright (2020) found that in most situation female are consider weaker workers and thereby treated less important in some firm, even the public establishment. Lama (2019) found that less than 30% representation of women among employees in various organisation (private and public) in Pokhara metropolitan city was due to institutional factors that are more hiding for ordinary employers to notice. Zawiah and Zahari (2016) maintained that institutional factor exist and play significant roles in supporting or inhibiting employees' representation, progression, job opportunities and roles assignment irrespective of gender. Meanwhile, studies by Hyuk-Young (2015); Tilbrook (2015) and Morgan, James and Carol (2016) proved that women are mostly unfavoured with institutional factors due to the fact that the executor of most policies in different firms are men.

Also, Rudman and Phelan (2016) found that some studied organisations have paths to progression are made tougher as the position is growing, thereby only female workers could make it to top management position. Endang and Zamroni (2014) found that there is glass ceiling effect preventing women workers to reaching the topmost posting in an organisation. Also, Malelu (2015) found that there are invisible artificial barriers within an organisation that preventing female workers from being promoted to top management level among other higher leadership positions in across the globe. Evidences from empirical studies on the career development among female workers such as Afande (2015); Kandola (2016); Akiniyi (2014) and White (2015) showed that there is prescence of an invisible glass ceiling that restricts women advancement to top executive positions in different organisation (private and public). Several studies other studies such as

Rudman and Phelan (2016); Malelu (2015); Metz (2013); and Ibarra (2013) authenticated the fact that idea of glass ceiling exist and preventing female workers right from their employment point to last stage of their progression in their chosen career.

3. The result from third research question and tested hypothesis shown that there are significant associative psychological effects leading to gender inequality among workers of public sectors in north eastern, Nigeria. Specifically, this study found that various aspects of psychology cannot be totally rule out as influential factors that demand how male and female approach or seek career benefits. *Salmani* (2012) found that locus of control of individual is more psychological duet to the fact that it reveals the competency of individual to self-handling their affair irrespective of external activities that touch their lives. Also, Hovenkamp-Hermelink, Jeronimus and Spinhoven (2018) expressed that locus of control imply extent at which individual workers within an organisation can handle the consequence of their actions, especially those that relate with their line of work. This however, differs to cases of externals that counted on happenings within their working environment before taking actions. Thus, individual with weak psychological state of mind may not fancy seeking competing for job with others. This scenario match cases of female workers that ready to accept any work arrangement once such could not exposes them to further risks. In reality, seeking sensitive posting in firm could expose individual to insecure state of minds, which is most women consider not too good. Thus, studies such as Ene-Obong et al., 2017; Kandola, 2016; Olagbegi and Afolabi (2017) have pointed at the fact that female employees are less likely to develop internal locus of control toward their career benefits as their faith may be defined by other factors such as management, policy or even their husbands while

their male counterpart may not necessarily count on any external control, rather the self-believed could propel them to seek any position at their wills.

Kabeer (2018) expressed that in some cases, attainment of highest post in firm may imply huge responsibility that can weigh down workers, therefore, some women will simply avoid any post that make them share more burden. Though, some studies refuted the idea of gender interaction and locus of control when study rationale for women seeking particular posts or aspire to secure any career benefits (Kabeer, 2018; Ogden et al., 2016; Zawiah & Zahari, 2016). Anderson et al. (2015) expressed that the psychological requirement to cope with responsibility is huge, women may need to consider their own freedom, time to rest, time to visit friend, time to stay away from job and time to spare with family.

In short the psychological factor has some levels of significance in gender balance in various work environments, especially, in those organisations where structural progression is highlighted. Sposito (2013) found that one of the few rationales for less women participation in various competing firm is self-ego. Women by their nature have self-respect that may have to be considered when seeking new position or responsibility in their firm. Lyness and Thompson (2015) found that seeking new post could imply more competition, more responsibilities, more activities, needs for attending series of meetings, necessity to responding to various messages, seeking new line of business and guiding the subordinates at work. Thus, the fear of multiple roles can kill all the morale to seek new post, especially among women employees. Steve and Timms (2015) concluded that the fact that female workers are more likely to be psychologically reserved than men, meant that they need security and not necessarily like to expose themselves to threats such as seeking

high post in the firm or running forefront activities for the firm. Thus, psychological state of minds between men and women may create differential effect on rate at which employees of both gender will be represented within organisation, which in overall determine gender equity.

4. The results from fourth research question and tested hypothesis proved that socio-cultural factors significantly influence gender inequality among workers of public sectors in north eastern, Nigeria. Specifically, in most African society, such as north eastern, Nigeria, women are expected to be mothers in their respective homes, therefore, seeking job opportunity in outside home could be wrongly perceived as outrageous. Morgan, James and Carol (2016) found that some African societies have norms and rules forbidden women from going some distances homes. Also, Laniran and Olaniran (2014) found that women are only allowed to follow their career plan only after meeting their socially assigned responsibility. Thus, working away from home becomes an anticipation that is closely unbearable bearing in mind the chances such could happen in shorter age. Also, Olanrewaju et al. (2015) concluded that in a society full with contradictory roles and cultural commitments, work-life stability has become a main concern in various firms. Though, misunderstanding could set-in for career women that have a lots waiting for them at home after work hours.

Afande (2015) found strong interaction between organisational factor and cultural burdens, which significantly reduced female workers progression that influence drastic reduction in participation or slightly position of female in decision making process. Brown and Ridge (2012) found that there were blockades against female workers regarding their job progression in relation to cultural barriers including

gender stereotypes and family-bounded barriers due to women responsibilities within the family. Thus, female workers are likely to become highly conscious of gender related culture at their places of work than men, due to the fact that they are aware about how culture restricts their attitude, appearance and ambitions. Broadbridge and Hearn (2013) maintained that whenever family responsibilities are becoming too much, women that intend to engage in career may be confused of what to do either to forge ahead with her plan of securing jobs or leaving career for family roles. Therefore, many career women are mostly needs to make inconspicuous selections between their job and their family. Study by Sherer, Davis, Clark and Pastorek (2014); Voydanoff (2015) and Mooney and Ryan (2013) have shown that career women with tight plans report more family problems than working women with lighter responsibility.

5. The results from fifth research question and tested hypothesis established that there was highly impact of economic related factors on gender inequality among workers of public sectors in north eastern, Nigeria. The study found that some women are less interest in outdoor occupation due to lesser financial responsibility. This fact has earlier buttressed by Afande (2015) and Rewhorn (2020) that women are somehow exempted from family burden which make them dependent on their parent or husband for financial obligation. Thereby, having limited financial burden could reduce the zeal to secure job opportunities, especially, away from their respective home. Similar, conclusion was drawn by Morgan, James and Carol (2016) and Tilbrook (2015) that women are less burdened with financial responsibility, especially in the typical African homes. Though, studies by Olanrewaju et al. (2015); Hakim (2016) and White (2015) disproved the assertion that women are financially less burden. They maintained that both men and women

are nowadays catering for their homes irrespective of income of husbands. Evidence from study by O'Sullivan and Sheridan (2017) proves that one of the rationales for having women seeking for any job offers irrespective of less pay is due to the fact that some women are not under financial obligation in their respective home.

CHAPTER FIVE

CONCLUSION AND RECOMMENDATION

5.1 Introduction

This chapter concerns with the presentation of the summary of findings and conclusion through which the appropriate recommendations to the study are being drawn. The chapter also offers recommendation for future research work in the same study area.

5.2 Summary of Findings

5.2.1 Proportion of women in public sector in north eastern Nigeria

The study showed that all six states in south eastern, Nigeria, has proportion of female workers less than 20% of total employees in their public sector.

5.2.2 Effect of Institutional Factors on Gender Inequality in Public Sector in North Eastern, Nigeria

The study showed that there are various institutional factors such as hidden policy, policy implementation, poor workforce diversity management and patriarch leadership mode, which significantly contributed toward lesser representation of female employees (gender inequality) in public sectors in north eastern Nigeria

5.2.3 Effect of Psychological Factors on Gender Inequality in Public Sector in North Eastern, Nigeria

Psychological factor had a negative and statistically significant effect on female workers representation across public sectors in north eastern, Nigeria. Thus, the negative psychological state of female led to less their representation of among workers in the public sectors in north eastern, Nigeria.

5.2.4 Effect of Socio-Cultural Factors on Gender Inequality in Public Sector in North Eastern, Nigeria

Socio-cultural factor had a negative and statistically significant effect on female workers representation across public sectors in north eastern, Nigeria. Thus, the social roles for women, cultural norms and value as well as family responsibility for female accounted for less representation of female workers in the public sectors in north eastern, Nigeria.

5.2.5 Effect of Economic Factors on Gender Inequality in Public Sector in North Eastern, Nigeria

Economic factor had a negative and statistically significant effect on female workers representation across public sectors in north eastern, Nigeria. Specifically, less financial burden on female lead to less seeking pay job, and affect their representation among female workers in the public sectors in north eastern, Nigeria.

5.3 Conclusion

This study showed that gender inequality is high in public sector in north eastern Nigeria, with most organisation has less than 20% representation for female among their workers. Institutional factors such as hidden policies, poor policy implementation, and patriarch leadership mode affected women representation among workers in public sector.

Also, this study has established through its findings that psychological factors, which related to security, fear of competition and external locus of control responsible for having lesser representation of women among employees in public sectors in north eastern Nigeria.

This study has shown that socio-cultural factors such as roles assignment, norms and values, religion perspective and people perception of career women contributed toward lesser representation of women among employees in public sector in north eastern, Nigeria. The lesser financial obligation among women also contribute toward lesser female representation among employees in public sectors. This implies that some women are not

considering it necessary to seek employment, since their financial commitment is not as much as their male counterpart.

5.4 Recommendations for the Study

Based on the findings of this study the following recommendations have been made.

1. Creation of institutional friendly environment for women in public sector

The management team in public sector in north eastern Nigeria should create amiable work environment for women, to increase their proportion, representation and participation. This study showed that proportion of women is low among employees in the study area, thus, improving institutional factors will enhance women proportion

2. Women should be supported by psychologists to prepare them for job opportunity

Since the study showed significant but negative effects of psychological factor on proportion of female employees in public sector, it is recommended that women should be supported by psychologists who can prepare them against various level of phobia about working in the midst of men or away from their family. This will improve their proportion as employees in various public sector

3. Women should be supported by society

Women should be encouraged to seek employment in various working places include public sector in order to enhance their proportion as employees in public establishment. Since the study showed that socio-cultural factors such as societal roles, family responsibility, norms and values responsible for low women proportion in employees in public sector.

4. Women orientation about financial independent

There should be public awareness to encourage women for seeking job in order to become more financial independent and further help their household in various financial aspects. This is important as study found that feeling of less financial burden by most female prevent them from seeking job in public establishments.

5.5 Areas for Further Studies

Further research is required to determine the gender equity among employees in private firms. Such research effort is expected to reveals, whether similar scenario occurs between public and private establishment regarding gender equity.

Also, this study recommended that research on gender equity in public sector should be carried out in other geopolitical zones of Nigeria, South-West and South East to consider whether similar situation occurs across Nigeria regarding women representation among employees of various publics establishment in Nigeria. Such knowledge will guide policymaker to make proper amendment that will make life easier for women while choosing any profession as career.

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QUESTIONNAIRE

Section A: Bio Data

1. Ageyears
2. Educational Qualification
 - (a) Primary []
 - (b) Primary []
 - (c) SSSCE []
 - (d) OND/NCE []
 - (e) HND/BSC []
 - (f) MBA/MSC []
 - (g) Others specify
3. Years in Public Service
 - (a) 1 to 5 year []
 - (b) 6 to 10 years []
 - (c) 11 to 15 year []
 - (d) More than 15 year []
4. Management Level
 - (a.) Top Management []
 - (b.) Middle Management []
 - (c.) Lower Management []
5. The proportion of women among employees in your organisation can be best rated as
 - (a) less than 20% of total employees []
 - (b) 20 – 29% of total employees []
 - (c) 30 – 39% of total employees []
 - (d) 40 and more percentage of total employees []

Instruction: please indicate your views about the statements by ticking the option which most closely matches your opinion. Use the responses of High (H) = 4, Fair (F) = 3, Low (L) = 2, Poor (P) = 1.

Section B: Proportional of women in employees of public sector in North Eastern, Nigeria

S/n	Items	H	F	L	P
1.	How will you rate proportion of women among employees in your organisation				
2.	How will you rate the women representation in decision making process in your organisation				
3.	How will you judge the women role assignment rate in your organisation				
4.	How will you put the women representation in the top management staff in your organisation				
5.	How will you rate the chances for women career progression in your organisation				

Instruction: please indicate your views about the statements by ticking the option which most closely matches your opinion. Use the responses of Strongly Agree (SA) = 4, Agree (A) = 3, Disagree (D) = 2, Strongly Disagree (SD) = 1.

Section C: Institutional factors hindering women employment in public sector

S/n	Items	SA	A	D	SD
6.	It is part of policy in my organisation that men hold more position than women				
7.	In my work place, assignment into position are mostly done without consideration of gender proportionate				
8.	It is part of culture of my firm that some positions have to be held by men				
9.	Implementation of policy in my organisation usually overlook aspect of gender equality				
10.	The workforce diversity management in my work place is not efficient to cater for equal gender representation				
11.	The leadership style in my organisation mostly suited men dominant				

Section D: Psychological factors hindering women employment in public sector

S/n	Items	SA	A	D	SD
12.	Women mostly soft pedal in seeking high post due self-regard				
13.	Seeking sensitive post in firm could expose individual to insecure state of minds, which is most women consider not too good				
14.	Attainment of highest post in firm (manager) implies huge responsibility that can weigh down women				
15.	Most women in public sector expect men to voluntarily reserved certain post for them in unopposed manner				
16.	Women do not always ready to be burdened with undue leadership work, therefore, prefer not to seek top post				
17.	To be among leader within the firm, implies to be first person to take blame of lapses of other, which most women do not like				

Section E: Socio-cultural factors hindering women employment in public sector

S/n	Items	SA	A	D	SD
18.	Women are expected to be a mother within their society thereby look odd when leaving home to work daily				
19.	Some believes and religious practices forbid women from working,				
20.	There is always job at home for women as a wife and mother, thereby seeking extra responsibility at work is not ideal				
21.	Some norms and value for within some society forbid women from working or leaving their home				
22.	Women within the society are embodiment of respect and do not need to mingle with men in any case				
23.	Seeking job outside husband home, is a sign of immodesty for women in most communities				

Section F: Economic factors hindering women employment in public sector

S/n	Items	SA	A	D	SD
24.	Ideally, women are not bear burden of financial support in their home				
25.	There are many non-financial responsibility among family that women need to attend to, thereby women do not need to get stress while seeking job				
26.	Women do not need too much in term of finance thereby it is not always necessary to seek high pay job				
27.	Since women are not the one feeding the family, any kind of job or cadre suited them				
28.	Since most parents will not ask their female child to feed or send them money, the women in public sector can always be satisfy with any post given without stress				
29.	In general women are not under any financial obligations that can encourage their maximal participation in training and development				

나이지리아 북동부의 일부 공공 부문의 양성 평등

ABSTRACT IN KOREAN

근로자, 특히 공공 조직에 종사하는 근로자 간의 성별 격차는 관공서에서 젠더 민감해야 할 필요성을 설명하는 정부 정책을 고려할 때 우려되는 측면입니다. . 조직 내의 장벽은 일부 직원이 잠재력을 극대화하는 것을 방해하거나 직원, 특히 여성을 소외시킬 수 있습니다. 공공 부문 직원 간의 양성 평등에 도달하기 위한 다양한 접근 방식은 흥미로운 끝으로 이어지며, 이 연구는 나이지리아 북동부의 선택된 공공 부문에서 성 평등을 조사합니다. 특히 이 연구는 공공 기관 직원 중 여성의 비율을 결정하기 위해 시작되었습니다. 성별 취업 기회에 영향을 미치는 제도적 요인 조사, 근로자 간의 성 불평등에 대한 연관 심리적 요인을 결정한다. 성 불평등에 영향을 미치는 사회 문화적 요인을 식별한다. 공공 부문 근로자의 성 불평등에 영향을 미치는 경제적 요인을 확인합니다. 이 연구는 나이지리아 북동부의 공공 부문에서 60 명의 최고 경영진과 60 명의 중간 관리 직원으로 구성된 120 명의 직원을 무작위로 샘플링했습니다. 이 연구는 데이터 수집을 위해 구조화 된 설문지를 사용했으며 데이터는 설명 적 백분율 및 평균을 사용하여 분석되었으며 회귀 분석은 0.05 유의 수준에서 연구 가설을 테스트하는 데 사용되었습니다. 분석 결과에 따르면 나이지리아 북동부 공공 부문 직원 중 여성 대표는 20%였습니다. 숨겨진 정책, 정책 구현, 열악한 인력 다양성 관리 및 가부장적 리더십 모드는 공공 부문에서 여성 대표성을 제한하는 조직 요소입니다. 심리적 요인은 나이지리아 북동부의 공공 부문에서 여성 근로자 대표성에 부정적이고 통계적으로 유의미한 영향을 미쳤습니다. 사회 문화적 요인은 나이지리아 북동부의 공공 부문에서 여성 근로자 대표성에 부정적이고 통계적으로 유의미한 영향을 미쳤습니다. 심리적 요인은 나이지리아 북동부의 공공 부문에서 여성 근로자 대표성에 부정적이고 통계적으로 유의미한 영향을 미쳤습니다. 사회 문화적 요인은 나이지리아 북동부의 공공 부문에서 여성 근로자 대표성에 부정적이고 통계적으로 유의미한 영향을 미쳤습니다.