

GENDER GAP AND ITS IMPLICATION ON MANAGEMENT PRACTICE: A LESSON FROM NIGERIAN BANKING SECTOR

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ABSTRACT

The study examined the gender gap and its implication on management practice in the Nigeria banking sector. Various literatures were reviewed that showed the implication of gender gap in banking sector. Both primary and secondary data were used in the study. Chi-square technique was used to test the study hypotheses. The study conclusion revealed that female bank managers hold positive perceptions about their pay and promotion policies, which generates high job satisfaction, while their male counterparts hold favorable opinions about pay and promotion policies. The study recommended that Management should ensure that female manager should be given upward mobility in taking responsibility in their various departments and also, male and female should be given the same remunerations in their position, so as to increase the rate of effectiveness and sense of belonging in the banking sector now and in the future.

Keywords: Gender, Job satisfaction, Gap, Promotion

INTRODUCTION

One of the most notable changes in Nigerian banking sector has been the increasing number of women who have entered the banking profession in recent years. Throughout the country, male have typically dominated the position of bank managers. A survey conducted by Imoukhuedo (2001) estimated that women in Nigeria filled only 12 percent of management positions in the banking and financial sector. *In* recent years, however, there has been a substantial increase in the number of women who are bank managers in Nigeria. This trend has generated considerable interest in the study of gender related issues in the banking sector. This study investigated the impact of salary differential on job satisfaction of male and female bank managers in Nigeria. Data were collected from 340 bank managers who were members of the Chartered Institute of Bankers of Nigeria (CIBN). Nigeria women are now assuming greater responsibilities in the management of business organization. Despite the barriers militating against their full participation in the labour market, the economic climate in the country requires women to augment the earning of their husband and their parents. Therefore, their contribution to the nation's economy cannot be overlooked. Gradually, designated occupational distribution that presume certain occupation for men are breaking down.

Nigeria women now held more position of leadership or prestige in management than ever before. According to Opeke (2002) more female employees are gradually moving in management and also decision making level. Although women's participation in the work force has grown steadily worldwide, existing gender inequalities have increased with respect to pay and working conditions. According to the Beijing Platform for Action women continue to face barriers to economic empowerment and entrepreneurship. The results show that there was a significant gap in salary between male and female bank managers in Nigeria and that female bank managers were less satisfied with their salary than their male counterparts. Women issue has become a world wide concern. Thus at the International level, the United States and other agencies have underscored the need for the assessment of women's needs.

Generally gender differences in banking sector have been extensively researched and no conclusive evidence has been found with regard to the levels of satisfaction among men and women. However, results from several studies have indicated that there is a relationship between gender and job satisfaction. Hannah Riley Bowles, Linda Babcock and Lei Lai (2007) conducted four experiments which "show that gender differences in the propensity to initiate negotiations may be explained by differential treatment of men and women when they attempt to negotiate. Their research finding shows relationship between male and female employees and their job satisfaction levels: female workers were less satisfied than their male counterparts. These obstacles include discrimination in education, training, hiring, access to credit, the right to own and inherit property, lower levels of pay, and inequality of promotion for equal work, as well as greater domestic responsibilities for women.

The obstacles for women in management are still formidable, and are growing more intractable. In many developing countries, such as Nigeria, there are only a small percentage of women in management and related decision-making positions (Al-Lamki 1999). The role of Nigerian women in national and economic development is an issue that demands serious consideration. According to the 1991 census, the population of Nigerian women is given as 69,086,302 out of total population of 140,431,790. This represents almost 50% of the Nigerian population; furthermore, an increasing number of women are seeking employment in the labor market, particularly in the banking and financial services industry (Imoukhuede, 2001; Olagbegi & Afolabi, 2004). Women have realized they can compete with men in male dominated fields, such as banking, accounting, engineering, and medicine (Hanslin 2004; Opeke 2002; Al-Lamki 1999; Okpara 1996). Women are overcoming past conceptions that they should not participate in decision-making or wield authority over others.

Although there are numerous publications on job satisfaction, there have been relatively very little empirical data on the job satisfaction of male and female bank managers in general and still less on the impact of salary differential on the job satisfaction of male and female bank managers in Nigeria. Thus, the question one may ask is: why is the study of gender salary gap and job satisfaction in Nigeria significant? First, we propose that job satisfaction and gender related research is needed in a rapidly developing non-western country like Nigeria, because of its relationship to cost reduction through increased

individual productivity, which in turn leads to economic and industrial growth. Smith (1992) stated that job satisfaction can lead to cost reduction by reducing absences, task errors, and turnover. Both management theorists and practitioners are concerned with methods for improving job satisfaction, because greater job satisfaction equates to a better quality of life, better health, and potentially greater performance and productivity (Cranny *et al.*, 1992). Since work is an important aspect of people's lives and most people spend a large part of their working lives at work, understanding the factors involved in job satisfaction is crucial to improving employees' performance and productivity. Second, this study is important, because in a rapidly developing country such as Nigeria there is need to understand the attitudes of workers towards their work: determining the job satisfaction of male and female bank managers could lead to improvements in the workplace that would help managers to remain satisfied with their jobs. Third, job satisfaction has often been linked to organizational commitment, turnover intentions, and absenteeism (Koh & Boo 2001). These variables are costly to an organization, as they could lead to low morale, poor performance, lower productivity, and higher costs of hiring, retention, and training. Fourth, from a theoretical perspective, it is important to increase our understanding of the impact of salary differential on job satisfaction in a non-Western environment. This could stimulate further research in this area. Finally, from a practical standpoint, it is vital to provide practitioners with key information that could enable them to make informed managerial decisions in a non-Western work environment. Thus, this study dealt with issues that are potentially important for educators and practitioners alike. The purpose of this study, therefore, is to investigate the impact of gender gap on the job satisfaction of male and female bank managers in Nigeria.

For critical analysis of this work, ten Nigerian banks was used as a case study to properly research work. This in order to appreciate, understand and appreciate "A study of gender gap and its implications for management and practice in Nigerian banking sector."

In Nigeria, there are only a small percentage of women in management and related decision making position (Allainki 1999). The role of Nigerian women in National and economic development is an issue that demand serious consideration., According to a new government gazette on the Nigerian 2006 population census, Nigerian women are outnumbered by men. Quoted by the local press Sunday, the official gazette indicated that the country's total population of 140,431,790 comprises 71,345,488 males and 69,086,302 females. This means that there are 2,259,186 more males than females in the country. Furthermore an increasing number of women are seeking employment in the labour market, particularly in the banking and financial services industry. (Imoukhuede 2001, Olagbegi and Afolabi 2004) Women are overcoming past conceptions that they should not participate in decision making or wield authority over other. Thus, the question one may ask are:

- 1) Why does the high rate of male dominating the management sector (banks) than the female counterpart?
- 2) What are the militating factors behind gender status in Nigeria banking sector?
- 3) What impact has gender gap (male and female) has on management?

The study hypotheses can also be stated as:

H₁: That long working hour affect women upward mobility

H₂: That inferiority complex affect women upward mobility in managerial position

STUDY METHODOLOGY

The study used both primary and secondary data. The primary sources of data include the personal interview and questionnaire administered to the sample bank. Moreover, the secondary data used in the study include annual report of the banks and other accounting journals. For this study, a random sampling techniques was adopted and in analyzing the research study, LIKERT attitude of measuring scale, Chi-square, percentages and table were used

DATA PRESENTATION AND ANALYSIS OF RESULTS

The study made use of data collected from the ten (10) sampled banks arranged alphabetically as follows:

Fig. 1

Access Bank Plc	Oceanic bank
Afribank Plc	Skye bank
Diamond Bank	Union Bank
First City Monument bank	Unity bank
First bank Plc	Wema Bank Plc

Result and Discussion of findings

Table 1 shows the total number of respondents of each department in the Oceanic Bank Plc of the male and female is 120. The total number of female is 55 and the total number of male is 65. The percentage of male respondent is 54.2% and the percentage of female respondent is 45.8% this sum up to give the total % of 100 and the total of respondent is 120.

The table 2 shows the total number of respondents of the single, married, divorced and widowed people under various departments in the table above. Single as 47 respondent and 39.2%, Married 70 respondents and 58.3%, divorced as 1 respondent and 0.8% and widowed as 2 respondents and 1.7%. it show that married women has the highest percentage. The total number of the respondent is 120 and the total percentage is 100%.

Table 3 assesses the respondents' educational qualification in the Bank as this could also contribute to their ability to give fair answer to the questions. This table shows that nobody went through the WASSCE '10', OND '75', and HND/DEGREE '35'. And the total of the respondents is 120. The percentage of the total number of educational qualification is 100% where WASSCE as 8.3%, OND 62.5% and HND/DEGREE as 29.2%.

The table 4 display the respondents' year of experience in the Bank and the job performance as this could also contribute to their ability to give fair answer to the question. The researcher found out that the highest years of experiences is 6-10 years which is the highest years of respondents. The percentage of 45 is 37.5%, 47 is 39.25% and 28 is 23.3% and the total of the percentage is 100.

Table 5 shows an analysis of those respondents that women have better performance than men. It shows that 37.5% says yes, 33.33% says no and not sure 29.17%.

Table 6 shows the frequency of respondents in various departments concerning the working hours that affects the upward mobility of women in the banking section. The respondent that says yes has the total of 80, No has the 15 and Not sure has the total of 25. The department of marketing agrees that long working hours affects women upward mobility.

In table 7, the calculated chi-square (x^2) is less than the critical value (x_c^2) at 0.05 level of significant with a degree of freedom of 2, since the critical value (x_c^2) reject the null hypothesis and accept the alternative hypothesis. Which state that there is no significant relationship between working hours in the upward mobility of women in managerial position.

Table 8 shows frequency of respondents in various department if inferiority complex of women affect their upward mobility of managerial position. Respondent that chose 'YES' have total of 60; NO has 30 and 'NOT SURE' have 30 as well

In table 9, the calculated chi-square (X_{tab}^2) of 0.05 is less than the table value (X_{cab}^2) at 0.05 significant with a degree of freedom of 6, since the decision rules state that if the tested statistic (X^2) is less than the critical value (X_c^2), reject alternative and accept hypothesis, which states that the inferiority complex of women upward mobility does not affect the managerial position of the Bank.

CONCLUSION

Overall, it can be deduced from this research work on gender gap and its implication on management practice in Nigeria Banking sector by comparing men and women bank managers, it found out women are satisfied with their job.

This paints a bleak picture for the development of this rapidly developing nation because the management skills of both male and female professionals are necessary for the country to promote and maintain sustainable economic growth. The study found that female bank managers hold positive perceptions about their pay and promotion policies, which generates high job satisfaction, while their male counterparts hold favorable opinions about pay and promotion policies. The different perceptions of the sexes may stem primarily from the discrepancy in the salary levels of the genders. Education and experience contributed a great deal to the gender gap in Nigeria. Educational attainment seems to be an important variable in determining the satisfaction with pay managers in the banking industry. One may conclude that, as education levels increase, the levels of mobility satisfaction and job satisfaction may also increase, because increases in education increase the amount of job responsibility and income employees expect to receive. Considering that African women are becoming leading and productive contributors to the economy, their access to all levels

of education, including higher education, will significantly determine a change in gender inequality in the workforce. This access to education and the subsequent benefits to women's employment and promotional opportunities will affect their attitudes in a positive way and increase their level of job satisfaction. Such expectations also affect employees' attitudes in a positive way and increase their level of job satisfaction. Experience was significant in explaining the gender gap of bank managers in Nigeria. Male bank managers have more experience than women, and are compensated more for their experience.

RECOMMENDATION

In light of the findings in this research, these recommendations could be considered.

- 1) Management should ensure that female manager should be given upward mobility in taking responsibility in their various departments. This will ensure better attitude towards work from the female manager.
- 2) Male and female should be given the same remunerations in their position, so as to increase the rate of effectiveness in the banking sector.
- 3) Management should break "the glass ceiling by paying both sexes comparable benefit for comparable work responsibilities. This will increase satisfaction, performance and productivity.
- 4) It is also in the best interest for management to retain and promote the qualified employees, and should be based on merit and performance that will enhance upward mobility in the female managers.
- 5) Management should ensure that performance evaluations are fair and bias-free, and promotion based on merit and performance will be perceived by workers as fair and equitable, to encourage better performance and lead to a greater degree of job satisfaction and ultimately higher productivity.
- 6) The research found out that men have more advanced education degrees than women. It is therefore recommended that management should encourage women to pursue advanced degrees by offering scholarships, grants, work release programs, and to the middle and top management positions in the banking sector.

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APPENDIX

TABLE 1: SHOWING THE RELATIVE DISTRIBUTION OF MALE/FEMALE RESPONDENTS IN THE VARIOUS DEPARTMENT

	No. of Respondent	Percentage	Cumulative %
Male	65	54.2	54.2
Female	55	45.8	45.8
Total	120	100	

Source: field survey 2011

TABLE 2: SHOWING THE RELATIVE DISTRIBUTION OF THE RESPONDENTS MARITAL STATUS IN THE BANK UNDER STUDY

	No. of Respondent	Percentage	Cumulative %
Single	47	39.2	39.2
Married	70	58.3	97.5
Divorced	1	0.8	98.3
Widowed	2	1.7	100
Total	120	100	

Source: Field Survey 2011

TABLE 3: SHOWING THE EDUCATIONAL QUALIFICATION OF RESPONDENTS

	No. of Respondent	Percentage	Cumulative %
WASSCE	10	8.3	8.3
OND	75	62.5	70.8
HND/DEGREE	35	29.2	100

Total	120	100	
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Sources: Field Survey 2011

TABLE 4: SHOWS THE YEARS OF EXPRIENCE OF THE RESPONDENT

	Respondent	Percentage	Cumulative
1-5 YEARS	45	37.5	37.5
6-10 YEARS	47	39.2	76.7
11 ABOVE	28	23.3	100
Total	120	100	

Source: Field Survey, 2011

TABLE .5: DO WOMEN PERFORM BETTER THAN MEN WHEN GIVEN HIGHER RESPONSIBILITY (MANAGERS?)

Response	Frequency	Percentage
Yes	45	37.5
No	40	33.33
Not sure	35	29.17
Total	120	100

Source: field survey 2011

TABLE 6: DOES LONG WORKING HOUR'S AFFECT WOMEN UPWARD MOBILITY?

Responses	Marketing Dept	Operation Dept	Administration Dept	Total
Yes	45	20	15	80
No	-	10	5	15
Not sure	5	-	20	25
Total	50	30	40	120

Source: Field survey 2011

TABLE 7: WORKING HOURS IN THE BANK AFFECTS WOMEN UPWARD MOBILITY?

Responses	O_i	e_i	$O_i - e_i$	$(O_i - e_i)^2$	$\frac{(O_i - e_i)^2}{e_i}$
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Yes	50	40	10	100	2.5
No	30	40	-10	-100	-2.5
Not sure	40	40	0	0	0
Total	120				0

$X^2=0$

TABLE 8: DO YOU THINK THAT INFERIORITY COMPLEX OF WOMEN AFFECTS THEIR UPWARD MOBILITY OF MANAGERIAL POSITIONS?

Responses	Marketing Dept	Operation Dept	Administration Dept	Total
Yes	20	25	15	60
No	25	15	5	30
Not sure	11	10	9	30
Total	41	50	29	120

Source: Field Survey 2011

TABLE 9: DOES INFERIORITY COMPLEX OF WOMEN AFFECT THEIR UPWARD MOBILITY OF MANAGERIAL POSITION?

Responses	O_i	e_i	$O_i - e_i$	$(O_i - e_i)^2$	$\frac{(O_i - e_i)^2}{e_i}$
Yes	41	40	1	1	0.03
No	50	40	-10	100	2.5
Not sure	29	40	-11	121	3.03
Total	120				5.56

$X^2= 5.56$