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THE INTERACTIVE RELATIONSHIP OF GENDER CULTURE TYPES: A NIGERIAN PERSPECTIVE.

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&

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Research has provided proof that controlling gender cultures, management can increase organizational and individual effectiveness, in the form of increased job performance and reduced absenteeism. There has been no indication in the literature of how the various types of gender cultures impact on one another, or whether there is one single most important type of gender culture which managers need to focus on to improve organizational effectiveness. This study empirically assesses the interactive impact of four types of gender cultures: glass ceiling, gentle man's club, gender blind and women as gatekeeper. The managerial implications of these findings are discussed.

KEYWORDS: Gender culture, individual and organizational effectiveness, job performance, Nigeria.

INTRODUCTION.

The organizational literature over the last decades abounds with studies on the concept of gender culture. Organization behaviour theorists have propounded that the atmosphere at work can either be stressful or reinforcing and that can affect all employees at work. What is less discussed is how organizational cultures are also gendered and how they influence both men and women's expectations of themselves and of each other. Moreover the existence of stereotyping of the sexes has long been documented by researchers (e.g. Anastasi and Foley 1949; Maccoby, 1996;

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Rosenkrantz et al; 1968 and Samuel 2001). Sex-role stereotyping can impede the progress of women in management through the creator of occupational sex typing. According to Merton (1998), occupation can be described as "Sex-typed" when a large majority of those in them are of one sex and there is an associated normative expectation that this is how it should be (Epstein, 1970) it is on this premise that this present research explores the relationship between Gender cultures and employees' job performance.

According to Hyde (1981), there are no consistent male-female differences in problem-solving ability, analytical skills, competitive drive, motivation, sociability or learning ability. While psychological studies have found that women are more willing to conform to authority, and that men are more aggressive and more likely than women to have expectations of success, these differences are minor. The perspective from which this researchers start is that gender is a critical organizing factor within work. Gender stereotypes influence jobs that people do, the pay and conditions associated with, those jobs, and the opportunities available to the incumbents of those jobs. Additionally, work is crucial to the social construction of gender (Game and Pringle. 1984), in that particular jobs have come to be defined as suitable work for women or men.

Given the significant changes that have taken place in the last twenty years in terms of increasing female participation rates in the work force and rethinking what constitute male and female roles, one should operate on the contentious, need to be ever believed that there is not significance difference in job productivity between males and females.

This research work identifies the deterrents to the effective functioning of women, and importantly, generates practical solutions to create pathways for the effective utilization of all human resources. No longer can organizations, counselors and society plead ignorance of issues or solutions as they pertain to harnessing the talents of a heterogeneous group of individuals to enhance organizational effectiveness. This research work is to find out empirically the relationship between gender cultures and employee's performance in the Nigerian banking industry.

DEFINING GENDER CULTURE:

A review of the literature on gender culture suggests two different attitudes to women and men's similarities or differences. The experience of women in the world of work is a topic of unparalleled importance in the field of management and yet few books appeared either in the European academic

or business spheres, addressing the area (Osborne, 1993). Osborne argued that women represent more than half of the world's population and their representation in organization are very different from those of men. Jenny and Michael (1993) reiterated that there is a growing movement towards examining the experiences of women in organization in their own right, in order that a fuller, more accurate picture can be painted. Oakby (1972), draws cogent distinction between sex and gender. He said sex refers to the most physiological differences in genital and reproductive capacities, while gender refers to the culturally specific pattern of behaviour, either actual or normative that may be attached to the sexes. In their opinion, Bielty et al (1984), states that the distinction of gender (masculine and feminine) is culturally determined and highly variable. They said further that the term sex is considered in light of the biological aspects of a person, involving characteristics, which differentiate females and males, by physiological characteristics it is fixed for a person's life.

Gender on the other hand refers to differences between men and women that are learned. It is not fixed but determined by social and cultural values. This means that gender differences between men and women vary across countries and regions as well as over time within countries and consequently can change by education, government policy, media images and opinion leaders. Attesting to the fact that gender role is learnt, Oakley (1985), wrote that the way in which very young children pick up their gender is not principally verbal or disciplinary but kinaesthetic. While agreeing with the gender learning process, the social learning theorists state that a child learns his or her knowledge or repertoire of sex-typed behaviour on the basis of observation. The instruments of learning are parents, teachers, other children (Resken and Israel, 1981), picture books (Weitzman et al, 1972; 1981), reading scheme. (Harpen, 1972), and in school subjects such as history and geography (Scott, 1982), Michael, 1993), opined that the learning process of gender depends on the reward-punishment system as he observed.

GENDER IN NIGERIAN CULTURE:

Nigerian women are found in every aspect of employment (Amali, 1992). Amali also found out that women are found in the service industries, which some researchers think, are an extension of domestic work, such as nursing, teaching, secretarial work, fashion industry and other such related job, while rural women engage in mostly agricultural work and trading.

Amali states that women tend to be engaged in the lower paying jobs and is generally more in the lower cadre. While about 55% of the workers in the Nigerian public service GL 0106 are women, only 9% of the workers in the

GL 15-17 are women. The main reason adduced for this position of women is that the number of women who benefited from formal education is generally less than those of men. Also while on the primary school, close to 60% of the enrolment is female, the proportion drops to about 32% in secondary school, and about 12% in the in the university. Again in the school of Nursing, the enrolment of females is about 80%, but in the Teacher Training Colleges, surprisingly the enrolment is about 50%. This profile already given is indicative of the potential earning capacity of women, because the level of education determines the quality of job and the remuneration.

In the literature of women in Nigeria, there are substantive descriptive works but few with empirical data. Between 1960 and 1970, the largest concentration of women studies has been in the fields of agriculture and commerce. These studies broadly touch on the economic activities of women in some ethnic groups such as the Yoruba and Ibibio women of southern Nigeria (Katzner 1954, 1965; Talbot, 1969, Fadipe 1970) consequent upon the first United Nations conference on women in 1975 in Mexico. Women's issues came to light and became the subject of debates. This generated more literature on women. In Nigeria in particular, the period between 1975-1985 brought out substantial demographic and legal studies on women (Akande, 1979; Caldwell, 1975, 1977, 1982; Ilori, 1978, 1980, Oppong, 1980, Oknojo 1983, Awe, 1992 and Samuel 2001. most of these studies are related to women's fertility.

THE IMPORTANCE OF GENDER CULTURE:

Evidence has been produced that by creating a working environment in which employees identify with their organization's values, goals and objectives, they develop a positive attitude towards their jobs, identify with their superiors and identify with their occupational/professional groups. In other words, by developing working environment that is less gender culture, employee commitment, and the objective of organizational effectiveness could be achieved.

Organizational effectiveness, although it is not specifically focused on in the present study, is viewed as attainment of improved individual job performance and lower turnover and absenteeism. It is therefore suggested that work environment should be less gender cultured to enhance organizational and individual effectiveness.

The key consideration in this study is, however, not the relationship between gender culture and organizational effectiveness, but to consider whether

different types of gender culture function independently of each other. In other words, this study empirically considers the inter-relationship among different gender culture types and on employee's performance.

The Interaction Relationship among Gender Culture Types And Performance:

Researchers have suggested that work outcomes could be a function of a combination of different types of gender cultural (Akande, 1992, Fashoyin & Idowu, 1985). Bello (1992) identified socio-cultural belief, which emphasize the superiority of men and inferiorly of women. These form an integral part of the socialization process and the gender education and training most men and women are exposed to from childhood. This study explores the interactive relationships among the various types of gender culture namely glass ceiling theory, gentle man's club, gender blind and women as gate keeper.

The relationship between glass ceiling and employee performance:

Students of gender disagree on the nature of the relationship between glass ceiling theory and employee performance. Some are of the opinion that glass ceiling will exhibit a tendency not to develop a loyalty to a specific organization, but will readily develop loyalty more to another with less glass ceiling theory. Shoyombo (1988), notes that through socialization process women and men learn stereotypes of different spheres for men and women. Olojede (1990), notes that since men in Nigeria dominate public decision making bodies, it is the male values that are reflected in decision making bodies. The patriarchal ideology rests on the premises of separate spheres for men and women. In most of the studies reviewed it is commonly agreed by authors that socio-cultural factors link up with economic, political, educational, legal and organizational factors to affect the level of participation of women in policy making (Agheisi, 1982, Augie, 1992; Okojie, 1990; Oyekanmi, 1992 Akande, 1992, Scali and Brownlow 2000), Arising from internationalization of societal definition of roles, women generally pursue courses that prepare them for traditional professions (Nwabueze, 1990; Ojo, 1985 and Kisekka, 1980) shows that girls enrolment in technical and vocational institutions has faculties of Arts, Education and social sciences. Despite the dramatic increase in the number of working women in the last decade, women are still under-represented in position of power and responsibility (Morrison, 1987) As managers, women often fail to advance past mid-level, and even those who do ascend middle management positions find that they cannot climb all the way to the top. A glass ceiling theory stands between them and the prize (Morrison, White, Van, Velsor, and

the center for Creative Leadership, 1987).

The present study considers the following hypotheses:

H¹: There is a negative relationship between glass ceiling theory as an indices of gender culture type and employee performance.

The relationship between gentle man's club and employee performance:

Very few studies, if any, have addressed the relationship between gentle man's club as defined in this study and employee performance. The gentle man's club reinforces the notion that the women's role as mother and homemaker and the man's role as breadwinner are natural and preordained. This not only affects managers in their choices about hours of work, promotion and the caring of their children. It is as hard for women to resist such a culture as it is for men, particularly if their peers or peer groups believe in it. This type of a working environment clearly determines women's expectations, sense of ambition and general confidence. Those who think that women lack ambition should understand the source from which ambition springs and how it can be thwarted. Findings in related studies, however, suggested that gentle man's club does affect employee's performance. A survey in one authority revealed that male managers thought that women lacked ambition, whilst the majority of women said they lacked encouragement and were waiting for the green light' to contemplate promotion as a possibility.

The gentlemanly culture is not hostile to women who conform to the value, norms and the work culture of the organization. Women are valued in the jobs they do, but they are not expected to break barriers or more outside of traditional women's work. Overprotected women frequently conform to type of working environment. The gentle man expects women to be 'caring and moral' at work and if they behave appropriately they are rewarded by warmth and concern. Women recognize that if they become too demanding, too assertive or ask for change and promotion, they will lose the friendly gentlemanly boss and instead he will become difficult and they will become outsider. This culture relies on women understanding what they have to lose if they seek less traditional work or more decision-making power, men and women may become antagonistic to them (CMPS Audits, 1992-3).

This study attempts to shed more light on the relationship between gentle man's club and employees performance. It is therefore hypothesized that:

H²: There is a positive relationship between gentle man's club and employee performance.

The relationship between gender blind and employee performance: Research has shown that a positive relationship exists between gender blind and employee performance, in the 1980s one of the arguments used to persuade managers that women were capable and should be promoted at work was that there are no difference between men and women (Rosener, 1990). He emphasized that a woman could function in exactly the same way as could any man, but when we pretend that women live the same lives and have the same experiences as men, gender blindness develops. Although this perspective has been challenged by many feminist writers (Gilligan 1982), the perspective is very persistent as it allows people to ignore the significance of gender at work. For instance, one manager organized 24-hours shifts for all employees in the computer pool, without any reference to the difficulties that most women face. Women are more likely to be anxious about working late, being alone in the buildings or walking to car parks at night. Gender blindness to the reality of women's lives is to ignore that fact that domestic responsibilities and social realities do affect the choice women can make (Maddock and Parkin, 1993).

H³: There is a positive relationship between gender blind and employee performance.

The Relationship between women as gate-keepers and employee performance:

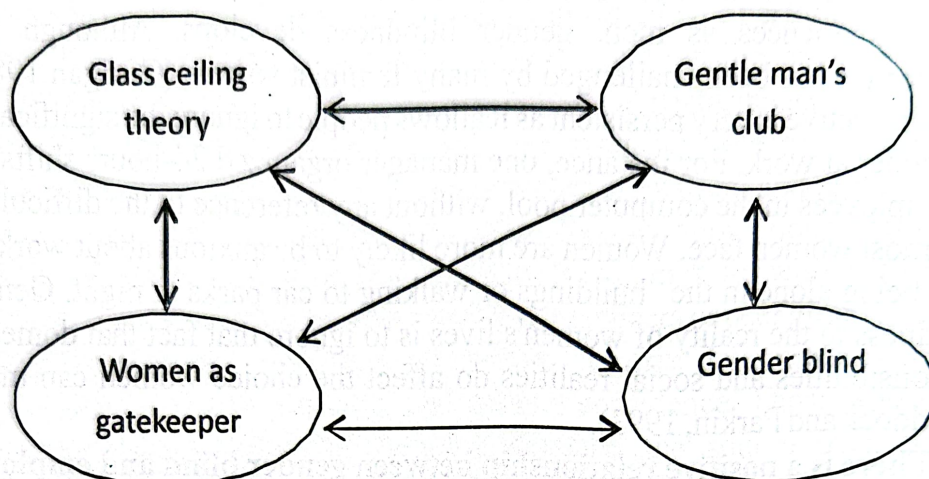
Too often the blocks or resistance to women managers or professional advancement come from other women. There is a clear unspoken division between women who are career oriented and those of more home oriented. The prevailing culture dominates and determines women's behaviour as well as men's. Where patriarchal relations are firmly embedded and men continue to be confident of their natural right to manage, are hard for individual women to challenge (CMPS Audits, 1992-3). The pressure on senior women is great. Many younger women have high expectations of other women in senior positions, which when dashed gives rise to added resentment and anger. Women are expected to be good listeners, managers and mothers, and when they are not, they are penalized or attacked for not fulfilling their caring role. Junior women expect me to always be available for coffee and for support but I no longer have time, I don't always agree with them and I'm not a counselor or principal of a college (Maddock and Parkin 1993).

H⁴: There is a positive relationship between gender blind and performance.

OBJECTIVE

The primary objective of this study was to investigate whether gender culture types influence one another and their relative impacts on employee performance.

The relationships among four different gender culture types, namely glass ceiling, gentleman's club, gender blind and women as gatekeeper



From the directions of the arrows, one can clearly deduce the relationship between the four types of gender culture theories. Glass Ceiling theory interacted with Gentleman club, Gender blind and Women as gatekeeper, and the interaction is general to all the gender culture types.

Summary of Findings:

GENDER CULTURE AND EMPLOYEE'S PERFORMANCE

The empirical results show that a relationship exists between gender cultures in the Nigerian Banking Industry and employee performance. It was found that, Gender blind as an index of gender affects employee performance in the Nigerian Banking Industry, than other indices followed by Women as gatekeeper, thirdly by Glass ceiling theory, fourthly by Paying lips service and in that other.

It was evident that gender cultures affected employee performance considerably. From the result of the interview women who were transferred compulsorily to rural banks as manager or accountant. Told the researcher that they were discriminated against and that they would have love to stay with there family in the city and even as a signatory A "Office".

The relationship between gender cultures and employee performance that was established shows that; gender cultures by one was or the other hinders employee performance. It means then that if gender culture in buried and reduced to the bear-rest minimum employee's performance could improved upon.

GENDER CULTURES AND DEMOGRAPHIC VARIABLES

It is evident from this study gender cultures crossed across ages in the banking industry. It affected all ages with no exemption. All ages showed evidence of existence of gender cultures in the banking industry.

Secondly the finding revealed that gender culture in the Nigeria banking industry have no respect for length of service. Those that were new as well as those old long on the job showed it.

Thirdly, gender cultures was said to be pronounced among the employee with low educational background., school certificate, general certificate of education ordinary diploma (OND) and the, and they are mostly junior workers.

Fourthly Evidence from the study shown that gender culture was with marital status. Married women were mostly affected than the single employees.

Fifthly, gender culture as found out from this study was pronounced in the marketing department. Invariably all the new employees in the marketing unit were females and they were always on the field either looking for customers or sourcing for funds. Again the use of fear was deeply rooted in the marketing department. Most of the employees their were placed probation.

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