



IMPLICATION OF GENDER DISCRIMINATION ON PERFORMANCE OF LOCAL GOVERNMENT STAFF

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Abstract

The local government is popularly referred to as grass root government because it's the closet to the people. However, over the years, it has failed to live up to the purpose of its establishment leading to many people calling for its abolishment. One of the factors that have continued to affect the performance of local government staffs is the issue of gender discrimination. The study looked at the implication of gender discrimination on employee job performance among staffs of Atisbo Local government area of Oyo state. The paper adopted the Descriptive Survey; the populations of this study were 456 staffs working in Atisbo local government (Local Government Service Commission, 2019). A Sample size of 50 respondents, purposively drawn participated in the study. The paper also used both primary and secondary data. The quantitative data were the 50 questionnaires administered on LG staffs while the qualitative data are three Key Informant Interviews (KII) conducted on head of departments in the local government. The secondary data are: books, internet materials journals, articles, newspapers consulted. The paper concluded that although there are no clear cut differences between the work performance of both male and female, the later are usually marginalized. The paper recommended that women and men should be given equal opportunity to participate fully in the economic activities, by making the LG liberal for all gender to participate fully as improved job performance will lead to rapid economic development.

Keywords: *Gender, Discrimination, Performance, Workers and Atisbo LG.*

Introduction

The effectiveness or efficiency of an organization is determined by the performance of workers in that organization. Work performance is therefore an important factor that determines the extent to which an organization achieves its set out goals, objectives and purpose of existence. This is also described as Input=Output relationship. Scholars have given different definitions for work performance. Adeniji and Osibanjo, (2012) defined work performance as the degree of accomplishment of tasks that make up an employee's job. Shahzad et al, (2010) defined performance as the results or impact of activities of an individual over a given time span. It comprises of efforts directed towards achieving organizational goals. Work performance also shows the degree in which employees meet their job requirements in any organization as it is usually measured by output. For any organization like the local government to be described as effective most especially in service delivery, the performance of its staff is expected to be high.

The local government is the third tier of government in Nigeria and derives its powers from the residual list in the Constitution. Unlike other organizations that are established to achieve the goals of profit maximization, the local government was established to bring the government closer to the people by providing quality services that will enhance their living standard; that is why it's popularly referred to as the grassroots government. The local government is defined as a government at the local level exercise through representative council established by law to exercise specific powers within defined area (Guidelines for Local Government Reform, 1976). These powers which are derived from the constitution give the council substantial control over local affairs, staff of the council, institutional and finance powers to initiate and direct the provision of services and determine activities of state and federal; government in their areas, and the ensure, through devolution of functions to these councils and through the active participation of the people and their traditional institutions, that local initiative and response to local needs and conditions are maximized.

The availability of quality management in terms: of skills, education and experiences that abhors any form of discrimination is also very important in determining the success of an organization. In other for any organization, the local government inclusive to achieve its set out goals of effective service delivery or production, competent employees irrespective of gender are

needed. In this regard, the ability of the local government which happens to be the closet to the people to achieve their goals, objectives and purpose of existence is a function of the kind of staffs they employ (Gberevbie, 2006).

Gender discrimination is a phenomenon which can be observed globally at: family, social, organization and institution level (Öhman et al, 2007). It is said to occur due to cultural, customs, religion and nature of the society. It has gradually become more evident to organizations that discrimination is a serious and crucial dilemma that needs to be addressed. Workers are treated unsymmetrical and unfairly in many work place most especially in developing and highly religious countries. So therefore, understanding the underlying dynamics of discrimination is necessary before organizations can take effective action to reduce it.

The Nigeria state over the years has been accused of involving in high level gender discrimination. This is due to the ethno-religious and patrilineal nature of the state. Many organizations within the Nigerian state including the local government have put women in a disadvantage position. In spite of the fact that women participate actively in contributing their quota towards the development of the economy as members of labour force by providing skilled, semi-skilled or unskilled labour. They are however highly marginalized in the nation's planning process thereby affecting and hindering their contribution to the economy (Dalat, 2010). A number of factors have been responsible for the problem; they include but are not limited to ethnicity, religion and the patriarchal nature of the Nigerian society. All these factors have put women in a weak position against their male counterpart who are in a strong and dominant position of policy formulation and implementation.

It therefore becomes imperative to promote gender equality as a development strategy and enhancing efficiency of public institutions. In a bid to ensure gender equality, the principle of non-discrimination of people as a result of sex, religion, ethnicity etc was enshrined in Section 2 of the 1999 constitution of the Federal Republic of Nigeria (CFRN). Despite the promulgation, the different laws have not achieved the expected outcome. It is against this background this paper examines gender discrimination and employee performance among staff of Atisbo local government, Oke-ogun Oyo State, Nigeria. The following research questions will be addressed by this study: What are the major causes of gender discrimination in Atisbo LG? How does gender

discrimination affects Staffs performance? And finally, what are the strategies that have been in put in place to manage gender discrimination in Atisbo LG?

System Theory by David Easton

In recent times, the systems theory has become as increasingly useful framework for thinking about organizations and performance. The local government is an open system with certain boundaries that differentiate it from other systems. It constantly receive multitude of inputs from its internal and external environment (people, fund, workers, inputs, and information) in order to achieve its objectives of service delivery. So therefore, to be described as effective, it must return to its external environment certain outputs (efficient service delivery) in order to justify its existence. The system model is not only necessary but indispensable in the examination of the gender discrimination and its effects of staff performance. This theory precipitates the notion that:

- a. The LG is an organization (A system) that has a number of service/functions to perform to the members of the society. Therefore, gender discrimination constitutes dysfunction to the system and does not therefore encourage system survival.
- b. The major emphasis is on system survival, goal attainment, and high job performance, service delivery and system maintenance. There are basic inputs; output and feedback functions of a system, which cannot be adequately performed by the system when it is affected by the problem of gender discrimination.
- c. Finally, effective communication within workers is seen as essential for system survival.

The application of this theory to the examination of implication of gender discrimination on local government staff performance simply means that the local government is a system with clear cut boundaries that separate from other systems, there are certain inputs from outside such as fund from the federal allocation, directives from state government, Nigerian Union of Local Government Employees (NULGE) and input from local government employees which leads to an output (service delivery). However, when there is an issue of gender discrimination in the local government, it will affect

communication between staff which will affect workers performance thereby reducing workers output and hindering the LG in service delivery.

Gender Discrimination in Nigeria

The Nigerian state got independence in 1960 and became a republic in 1963. The state is heterogeneous in nature comprising of people with different culture, religion and political ideology. Although the constitution of the Nigerian state is secular, the work environment does not reflect that, as workers most especially the female sex is largely discriminated against most time on the basis of religion, culture and the patriarchal nature of the state. Gender discrimination is a deliberate deprivation of rights (political, family, social, economic) of an individual that could have made them contribute positively to the development of the organization and the society at large (Olomola, 2008). It serves as an obstacle to the employment or appointment of employee into leadership positions or authority. Every employee has potential in them and possess certain skills but usually requires good work environment for them to showcase their leadership endowment and perform optimally. It is in this light that gender discrimination is seen as a phenomenon that has negative implications on development of organizations and people whether in a public or private organization where it is present.

In recognition of the ills of gender discrimination, the 1999 Constitution of the Federal Republic of Nigeria provides for non-discrimination and of equality between the sexes as basis for societal development. The Federal Government of Nigeria in order to overcome the challenge of gender discrimination and break traditional attitudes most especially against women introduced a sensitization program to raise awareness on the ills of gender discrimination on the society, put in place strategic policy on employment to include sponsoring of training in the public and private institutions (2009).

A cursory examination of the federal civil service workers breakdown in Nigeria showed that 75% of them are men, whereas women constitute 25% and occupy less than 14% of the overall management positions, despite the appointment of women to the position of permanent secretaries (beginning in 2000 and in line with affirmative action institutions). These and many other problems made the federal government to put immense effort to halt the menace of gender discrimination both in the public and private sectors of the economy, the ugly practice still exist. Okeke, (2002) states that discrimination

against women by their dominant male counterparts highly limits women's access to the acquisition of the forces of production as well as opportunities to high status, job positions, educational qualifications notwithstanding and their contribution to the economy.

Globally the women sex are the most densely populated but in spite of their numerical strength they are largely employed in lower status jobs than their male counterparts in spite of their large population size and enhanced educational qualifications (Madumere-Obike, 2004). Commenting on the origin and reality of gender discrimination against women in management, politics and social affairs, it was argued that although the 1999 Constitution of the Federal Republic of Nigeria provides for non-discrimination and equality between the sexes, in reality the gap between the law and the practice is quite wide and seemingly parallel (Olomola, 2008). Since studies have shown that contribution towards development in any society is not gender discriminatory, the promotion of gender equality of men and women as a strategy for sustainable development, either in the public or private sector in Nigeria, is a healthy venture that is worth pursuing. This is because in many developed countries of the world there is little or no gender gap in power sharing between male and female.

In Oyo State, out of Nine thousand, seven hundred and ninety-four (9794) civil servants at the local government areas, the male gender constitute 67.9% whereas the female gender was four 32.1% (Report on staff screening and verification of local government Areas, 2019). Whereas, in Atisbo local government council out of the eight heads of department only one is a female, in Ibara North LGA all the eight heads of department are all males, in Iseyin LGA all the Head of Departments are male. In Atisbo local government out of the four hundred and seventy-two (472) local government staffs male constitutes 65% while the female form 35% of the work force (NULGE, 2019).

Efforts to Manage Gender Discrimination

The issue of gender discrimination is a global problem and efforts have been made by international institutions, state governments, non-governmental organizations and civil societies to manage the problem. Different international organization, national and state governments have made efforts to manage or curtail the effects of gender. Anne Hidalgo, (2016) the Mayor of Paris and chairperson on Standing Committee on gender Equality of the United Cities of Local Government:

“The construction of democracy cannot be understood without the prominent input of women and our work must be focused on presenting concrete proposals that help us to alter the situation in our societies and organizations”.

Local and regional governments have a long track record of working internationally for gender equality, with a particular focus on increasing the representation of local elected women and the promoting the participation of all women in local decision-making.

In 1998 the International Union of Local Authorities (IULA) adopted the foundational document of international principles and commitments with regard to the action of local and regional governments in the field of women’s rights. In 2006 the council of Europe the Council of European Municipalities and Regions (CEMR) drew up the Charter encourages local and regional governments to make a public commitment to equality and to implement concrete practices in the areas of political participation, employment, public services, and urban planning to promote gender equality. So far, more than 1400 local and regional governments in 29 countries have signed the Charter (Annemarie, 2014). In 2013, The Global Conference of Local Elected Women adopted the Agenda is inspired by the Worldwide Declaration on Women in Local Government and the values and principles contained in the European Charter on Equality of Women and Men in Local Life. It aims to be a strategic tool to increase equality between women and men in all spheres of decision-making.

Sustainable Development Goal 5 of the 2030 Agenda is about ending violence and discrimination against women and girls and making sure they have equal opportunities in all areas of life (UNDP, 2015). Significantly, SDG 5 both calls for policies for women, and participation by women in political, economic and public life. In other words, the goal understands that SDG 5 relates to many of the direct responsibilities of local governments and is an opportunity for local and regional administrations to build on our existing international commitments and demonstrate our vital role in the achievement of global gender equality. In global commitment, in 1986, the United Nations General Assembly adopted the declaration on the right of all countries by proclaiming right that each person and all peoples of the world are entitled to participate and contribute to economic social cultural and political development for full realization human rights and fundamental freedoms.

The declaration of the 1995 World Summit for social development in Copenhagen and platform for action adopted by the 1995 Fourth World conference on women in Beijing were practical commitment by international communities to do away with gender discrimination and ensured gender equality in our society. Africa government have equally responded positively the burden of under development by instituting continent specific development goals and strategies, while also recognizing the firm commitment to gender equality as the bait to development. These are expressed in the African charter on Human and People's Rights (AHPR), adopted in 1981 and its women's right protocol of 2003, the ECOWAS protocol on Democracy and Good Governance, 2001 and New Partnership for African Development (NEPAD) adopted in July, 2001.

Gender Discrimination and Employee Performance

Different studies have been done on employee job performance and it was discovered that it plays an important role in determining the overall success of an organization which its ability to achieve it set out goals and purpose of existence (Jain, 2008). Employee Performance also determines the extent to which the organizations is satisfied with the efforts or turnover intention of the worker and are willing to keep him or her longer on the job etc. The performance of an employee is usually measured by the input=output. In other words, when an individual puts in an efforts in a task and the output is low, the jobs performance is therefore describe as poor. In the light of a job, performance refers to the aggregate effort comprises of abilities and task employees expended on their jobs.

Denison and Mishra, (1995) identified four traits of employee performance in an organizational culture as: consistency, involvement, adaptability, and mission which are also important predictor of other efficiency criteria such as employee satisfaction, quality, and overall performance. Research by Khera, (2010) suggests that organizations need to manage their human resource effectively to get the maximum contribution of employees to organization achievement. Shahzads et al., (2010) further states that for achieving overall goals of an organization, managing and improving employee performance are decisive because employee performance has a direct relation to organizations productivity and triumph. A report by General Accounting Office, Washington (1998), emphasis the importance of agencies addressing an HRM issues of

management of employee performance and aligning with agencies goals and mission.

Employee performance depends on several indicators such as: increments, performance appraisal system, job security, job satisfaction, training and development, organization structure and so on (Ehsan, Ghafoor and Salman, 2011). On the other hand, a study by Qureshi, Zaman and Shah, (2010) showed that there are no of factors affecting employee performance such as intrinsic, extrinsic rewards, well defined job description and a pessimistic impact of gender discrimination. Payment in regard of salary is a form of exchange between employers and employees for human capital services. Other forms of exchange could be non-monetary, such as promotions. Promotions will most likely leads to increase in job performance (Truman and Baroudi, 1994).

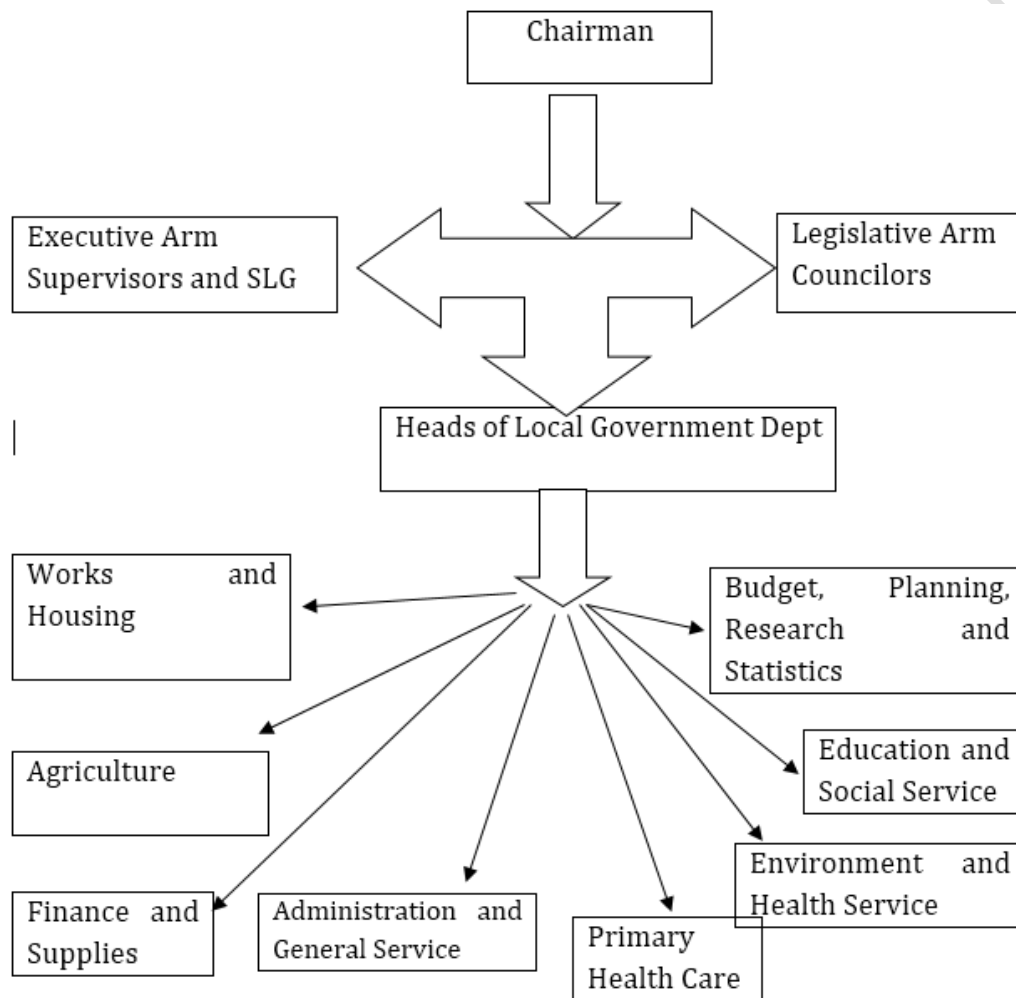
Bramer, Andrew and Rayton (2005) further concluded that organization justice is directly proportional to evaluating employee performance and is mainly concerned to ensure fair treatment between different gender and race. In order to improve employee attitude and performance the employees should be selected on the basis of individual disposition (Alanzi, 2009). Female employee's performance, perceived career growth and comfort at job are strongly related with equal job opportunity and indiscriminative work environment (Irfan, Hussain and Yousaf, 2009). Taylor, (2008) noted that employee performance evaluation is a tool to ensure whether the employees are treated fairly and demonstrate management is biased or unbiased.

Organizational traditions and norms have important impact of employee's job routine (Irfan, Hussain and Yousaf, 2009). Even though they are not the only factors determining the results of justice perceptions, difference in workers' preference for meticulous reward allocation rules (equity versus equality) may somewhat explain difference in the effects of procedural (perceived fairness of the results employees receive) and distributive justice (perceived fairness of the ways used to determine those results) (Lam, Schaubroeck and Aryee, 2002). It has to be stated that if there is any form of discrimination against any gender, it is expected that there would be a shift in emotional status of such individual, which tends to affect his/her performance and career advancement.

Finally, different factors can influence employees the job performance, specifically in the local government area of Oyo state, and generally in the

Nigerian state. The irregularities in the performance of LGAs in service delivery services can be tackled by having elected officials serve in the local governments (as opposed to selected or appointed officers), good incentives to reward workers, practicing true federalism, applying the principle of rule of law, and granting local governments autonomy to operate freely within the scope of their constitutional responsibilities.

Organogram of the Local Government



Sources: Department of Education and Social Service Atisbo Local Government, 2019

Materials and Methods

The research design for this study is the descriptive Survey research method was adopted because of its effectiveness in attitudinal and behavioural

studies. The descriptive survey helps to collect detailed and factual information that describes an existing phenomenon. The population of this study is estimated at about 498 staffs working as in Atisbo LG Oke-ogun, Oyo State, Nigeria (Balogun, 2018). A Sample size of 105 respondents will be drawn from ALG to participate in the study. The purposive sampling technique will be used to select respondents for the study. The sampling criteria are that the respondents must have worked in the institution for at least three years. Data will be gathered through primary and secondary sources. The primary sources will adopt both the qualitative and quantitative methods of data collection. The qualitative method consists of In-depth Interview while the quantitative is questionnaires. The secondary sources will involve the use of textual materials such as books, journals, newspapers, monograph, and records from non-governmental organisation and government institutions. The data gathered was analyzed using descriptive statistic of Simple frequency, Percentages, and tables. The findings from the interviews collaborated the findings.

Data Analysis and Presentation of Findings

Demographic Variables

Table 4.1

Gender

<i>Sex</i>	Frequency	Percentages
<i>Male</i>	30	60
<i>Female</i>	20	40
<i>Total</i>	50	100

Source: Field Survey, 2019.

The above table shows the demographic distribution of the respondents, it reveals that about 60% of the respondents are males while 40% are females. This means that both gender were used were well represented in the study.

Table 4.2

Age

<i>Age</i>	Frequency	Percentages
<i>18 - 28</i>	03	06
<i>29- 39</i>	10	20
<i>40- 50</i>	20	40
<i>51-Above</i>	17	34
<i>Total</i>	50	100

Source: Field Survey, 2019

The Table above showed that 18-28years respondents are 6% respondents, 29-39years of the respondents had the highest 20%, and 40-50years of the respondents are 40% while 51%-above are 34%. From the respondents age it can be seen from a glance that 40-50% of the respondents are 40% and 51-above are 34%. This means that 74% of the respondents are from 40years and above.

Table 4.3

Marital Status

<i>Marital Status</i>	Frequency	Percentages
<i>Single</i>	13	26
<i>Married</i>	33	66
<i>Divorced</i>	04	08
<i>Total</i>	50	100

Source: Field Survey, 2019.

The Table revealed 26% of the respondents are single, 66% are married and 8% were formerly married but now divorced. This simply means that on Marital status the respondents were well represented and most of them used for the study are married.

Table 4.4:

Religion

<i>Religion</i>	Frequency	Percentages
<i>Christians</i>	20	40
<i>Muslims</i>	22	44
<i>Others</i>	08	16
<i>Total</i>	50	100

Source: Field Survey, 2019.

The Table revealed that 40% of the respondents were Christians, 44% were Muslims and 16% of the respondents were of others religion. The others refer to those respondents who are traditional religion practitioners or Pagan. The findings from the table revealed that majority of those working in ALG are either Christian or Muslims. This further buttress the popular belief and perception of both religions as the two most dominant religions in the land, Nigeria.

Table 4.5: Education

<i>Educational Qualification</i>	Frequency	Percentages
<i>OND/Higher ND</i>	17	34
<i>B.SC/B.A/B.ED</i>	19	38
<i>M.SC/M.A</i>	10	20
<i>Professional Cert.</i>	04	08
<i>Total</i>	50	100

Source: Field Survey, 2019.

The table and Pie chart above showed that 34% of the respondents are either Ordinary National Diploma or Higher National Diploma holder, 38% had BSC/B.A/B.ED, 20% had MSC/MA and 8% have professional qualifications. This means that all the respondents use for the study were well educated, this really help the researcher as little time was spent in explaining what the study is all about and they also understood what the study was all about.

Table 4.6: Level

<i>Level</i>	Frequency	Percentages
<i>Senior</i>	20	40
<i>Junior</i>	30	60
<i>Total</i>	50	100

Source: Field Survey, 2019.

The above tables show the demographic distribution of the respondents on position; it revealed that 60% of the respondents were junior staffs while 40% are higher senior staffs. This means that both higher and lower level officers were used for the study because they are both important in the administration and survival of the local government.

Table 4.7: Years of Service

<i>Years of Service</i>	Frequency	Percentages
<i>1-5years</i>	03	6
<i>6-10years</i>	09	18
<i>11-15years</i>	08	16
<i>16-20years</i>	17	34
<i>21-Above</i>	13	26

<i>Total</i>	50	100
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Source: Researcher's Field Survey, 2018.

The above tables show the demographic distribution of the respondents on years of service, it revealed that six percent of the respondents (6%) have been working in the polytechnic between 1-5 yrs, Eighteen percent of the respondents (18%) have worked in the polytechnic between 6-10years. Sixteen percent of the respondents have been working between 11-15years, Thirty-Four percent (34%) have worked in the polytechnic between 16-20years and finally, twenty-six percent (26%) of the respondents are between 21 and above. The findings from this show that the respondents used for this study have been working in the local government service for different number of years, so they have first hand information about the institution and its policies.

Table 4.8: Research Question One: What is the major cause of GD in ALG?

<i>Causes of GD</i>	Frequency	Percentages
<i>Politics</i>	06	12
<i>Religion and Ethnicity</i>	16	32
<i>Management</i>	04	08
<i>Patrilineal nature of Nigeria society/culture</i>	24	48
<i>Total</i>	50	100

Source: Field Survey, 2019.

The Table above revealed that 12% of the respondents agreed that the nature of Nigeria politics was responsible for gender discrimination in ALG, 32% agreed that religion favoured men far above women and in a way caused gender discrimination, 08% agreed that the management policies was responsible for gender discrimination and 48% of the respondents agreed that the patrilineal nature of the Nigerian state was responsible for gender discrimination in the ALG. Finding from research has shown that the ways men and women are treated differently in the workplace can be nearly imperceptible at the level of the individual and emerge only when aggregated across individuals. The findings revealed that there have been many high-profile allegations of discrimination leveled against organizations within the last several years.

In an in-depth interview conducted with Director of Education and Social Welfare Mrs. M.O Alabi who is the only female director among the eight in eight directors in the local government. She said when people are ask to think about a hostile environment for women in the workplace, many of us would first envision overt instances of sexual harassment or blatant employment discrimination. These associations are certainly not astonishing, even in an age in which these behaviours are denounced and in large part illegal, such organizational misconduct seems almost commonplace. She buttresses her point further by saying no woman has ever been elected or appointed to the position of the Local government chairman, Acting appointed acting chairman or promoted to the head of LAA. Women only hold secondary position within the LG and out of the eight directors in the LG she is the only female.

Another interview conducted with one Mr. Gbenga Adedeji the Director of Amin and General Service (DAGS), he said there is nothing we could do about it as the Holy Quran and Holy Bible supported it, women and men are not equally made by God. Men are to be the head by divine mandate and women are to be second in the schemes of things. This according to him has not affected the seemingly irreconcilable difference between perceptions of what it takes to succeed in many work settings and the attributes that women are presumed to have. Jobs, therefore becomes gender-typed by virtue of both the number of men and women who occupy them and the attributes deemed necessary for successful performance. Organizational leadership positions which is being determine by the management is responsible for formulating policy are overwhelmingly populated by men (Catalyst, 2002), but the successful occupants of these positions are often described in classically masculine ways. Research has shown that the successful manager is consistently described as more similar to the way men are viewed than to the way women are viewed (Schein, 1973). Stereotypes thus preclude the accurate assessment of men's and women's capabilities to do the job (Martell, Parker, Emrich and Crawford, 1998). This sets the stage for bias in selection, placement, and performance evaluation.

Table 4.9: What are the Effects of Gender Discriminations on staff performance of ALG?

<i>Effects of GD on Performance</i>	Frequency	Percentages
<i>Show less-positive attitudes toward their jobs</i>	07	14
<i>Show less engagement in their work</i>	08	16
<i>Job dissatisfaction</i>	32	64
<i>Low turnover output</i>	03	06
<i>Total</i>	50	100

Source: Field Survey, 2019

The table above show the effect of gender discrimination are numerous and destructive to the organisational development. Fourteen percent (14%) of the respondents agreed that gender discrimination makes females workers to show less positive attitudes toward their jobs, 16% of the respondents agreed that they show less engagement in their work, 64% agreed that they become dissatisfied with their job and 6% low turnover intention of workers that have been discriminated against.

The perceptions that GD occurs within their work environments, regardless of their own personal experiences with it, can lead them to more negatively assess their organizations and organizational experiences than men do. The presence of gender discrimination causes employees to experience work environments as exclusive and difficult to navigate. Indeed, the pressure of operating within such a work environment exacts a toll on employees beyond the discrimination that they may experience there, engendering less-positive attitudes toward their jobs and less engagement in their work. The discriminatory work environments can encourage the psychological disengagement of worker from their work as they are less satisfied and committed when they believe that they or other workers have been the target of discrimination.

Research has shown that women in general report their organizations as being less inclusive and less fair than do men (Mor Barak, Cherin and Berkman, 1998). These studies demonstrate that discriminatory work environments can encourage the psychological disengagement of workers from their work as they are less satisfied and committed when they believe that they, or others have been the target of discrimination. The full impact of gender discrimination is felt not only by workers but also by organizations that may be losing out on the skills those workers bring into the workplace as they leave at higher rates than they would if discrimination were eliminated. In an interview conducted with some respondents Mr NULGE Chairman who also serves as Information officer Mr. Aderogba Dauda when asked on some of the like effects of gender discrimination he said gender discrimination affects workers of any organisation psychological and it could also lead to low productivity by the worker. The reason is that it affects the psyche of these workers negatively because it de-motivates them. In ALG he said the effect of gender discrimination is not that pronounced because workers in the institution already see it as normal. The Nigeria society itself discriminates against women so if it happens in the LG there is nothing they can do. The women in the institution are even more sensitive to religion and ethnicity than when they are being discriminate against by male workers and even organisational policy.

RQ3: What are the strategies that have been put in place to promote Gender Equality in ALG?

<i>Strategies</i>	Frequency	Percentages
<i>Unions/NLC/NULGE</i>	15	30
<i>Constitutions</i>	10	20
<i>Meritocracy</i>	19	38
<i>Gender Sensitization Program</i>	06	12
<i>Total</i>	50	100

Source: Field Survey, 2019.

The table above revealed that (30%) of the respondents agreed that the different unions within the LG representing workers help redress the issues of gender discrimination against them, (20%) agreed that the constitution has contents or clause that can help prevent gender discrimination and redress it when it does occur in formal setting and other private or government institutions, Thirty-Eight percent (38%) of the respondents agreed that education have been introduced which is used as a criteria to allow any qualified persons irrespective of sex to be promoted or appointed into any office within the LG and finally, twelve percent(12%) of the respondents agreed that gender sensitisation program that has been introduced by the federal and state governments to encourage gender equality.

Discussions of Findings

In recognition of the ills of gender discrimination against women, the 1999 Constitution of the Federal Republic of Nigeria provides for non-discrimination and of equality between the sexes as basis for societal development. To further overcome the challenge of gender discrimination against women in the formal sector of employment, the Federal Government of Nigeria put in place strategies in its policy on women employment to include: sponsored training in the public and private sector institutions on gender sensitization programmes on the role of workers in the development process in order to raise awareness of it; sensitization of the public through mass mobilization campaigns about the need for women to be in formal sector employment in order to break traditional attitudes and stereotypes about women’s work; encouragement of women’s active participation in and relations; and the review of and laws to include more and better protective measures for women workers (FGN, 2009).

Conclusion and Recommendations

A nation without the full participation of both genders cannot achieve development. Despite an insignificant difference in the work performance of male and female employees, the females are considerably under-rewarded and under estimated. Sustainable Development Goal 5 of the 2030 Agenda is about ending violence and

discrimination against women and making sure they have equal opportunities in all areas of life. If there would be proper gender discrimination policy in the organizations, then there would be a corresponding change in employee performance and increase in their work motivation and satisfaction.

Local government should introduce policies that are inclusive and fair particularly in recruitment, promotions into senior positions etc.

There should be proper compensation system for staffs as these will ensure that gender discrimination is not affecting employees' productivity.

The LG should investigate and correct the informal culture of the organisation such as: behaviour, norms and traditions that are subtle and discriminatory against women.

Finally, the local government should recognise the weaknesses of an organisation's programmes and policies, as well as its strengths, and investigate those practices that help women to advance in the workforce so that they can be identified clearly.

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Key Informant Interview

Director of Education and Social Welfare Mrs. M.O. Alabi

Mr. Gbenga Adedeji the Director of Administration and General Service

Mr. Aderogba Dauda the National Union of Local Government Employee Chairman who also serves as Information officer

Questionnaires

Dear Respondent,

This is an academic research work being carried out by a student of Peace and Conflict Studies, University of Ibadan, on the topic: The Implication of Gender Discrimination and Employee Performance among Staff of Atisbo Local Government Area of Oyo State.

Thank You.

Bio-Data/ Demographic Variables

1. Gender: Male () Female ();
2. Marital Status: Single () Married () Others ();
3. Religion: Christian () Muslim () Traditional Religion () Others ();
4. Educational Status: Diploma [] Bachelor Degree [] Master Degree [] Doctorate []
5. Rank: Junior Staff (), Senior Staff ()
6. Yrs of Service: 1-5 () 6-10 () 11- above

What are the major causes of Gender Discrimination in Atisbo LG?

S/N	Items	Yes	No
7.	ALG has gender inclusive culture in recruiting and selection of academic staff		
8.	The management does not consider gender in delegating job assignment.		
10	An organisation that tends to ignore gender discrimination during recruitment and selection processes tends to promote equality by giving individuals to display his/her worth.		
11.	The patrilineal nature of the Nigerian society.		
12	I have experienced gender discrimination in the workplace		

What are the Effects of Gender Discriminations among in ALG on staff performance?

S/N	Items	Yes	No
12.	It has led to female staffs showing less engagement to their work and a wide salary gaps between the same level staffs in the institution.		
13.	It has led to show less-positive attitudes toward their jobs.		
14.	More male being appointed to managerial role compared to female counterpart		
15.	It has led to low turnover intention among female staffs.		

What are the strategies that have been put in place to promote gender Discrimination in the LG?

S/N	Items	Yes	No
17.	Unions/NLC		
18.	Constitutions		
19.	Election		
20.	Gender Sensitization Program		

IN-DEPTH INTERVIEW GUIDE

1. What is your name?
2. When did you join the LG
3. How long have you been working in the Atisbo LG?
4. How will you describe gender discrimination?
5. What are the major causes of gender discrimination in ALG?
6. What are the effects on job performance
7. What do you think are the steps put in place to manage gender discrimination?
8. Will you say the steps are effective or not?
9. If No, what are the factors inhibiting these steps
10. What are the probable solutions to gender discrimination in the work place?