

GENDER DIVERSITY AND MANAGEMENT OF NORTH-WEST FILLING STATIONS IN CROSS RIVER STATE, NIGERIA

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Abstract

This paper focused on gender diversity and management of North-West Filling stations in Cross River State, Nigeria. To achieve the purpose of this study, two research objectives, two research questions, and hypotheses were formulated to guide the study. Related literatures were reviewed based on the purpose of the study. Survey research design was adopted for the study. 160 out of 295 management and staff of North-West Filling stations were sampled for the study. A pilot survey was conducted on 30 employees. These employees were randomly selected from 2 North-West Filling stations in Cross River State that were not part of the study. A structured questionnaire was the instrument used for data collection. The validity of the instrument was determined by three experts from Business Management and Accounting Department in University of Calabar. Pearson's Product Moment Correlation analysis was used to test the hypotheses. All the hypotheses were tested at .05 level of significance. Findings revealed that sex-role stereotyping, gender discrimination and gender stratification had significant relationship on management of North-West Filling stations in Cross River State, Nigeria. The study concluded that gender diversity and management of North-West Filling stations in Cross River State is best achieved through sex-role stereotyping and gender discrimination. The study recommended among others that sex-role stereotyping in the workforce should be significantly improved in North-West Filling stations in order to enhance the management of employees.

Key words: Gender diversity, management, sex-role stereotyping, gender discrimination and gender stratification.



Introduction

The need for management efficiency of organizations has been the concern of many institutions and governments both local and national over the years. According to Benjamin (2015) inadequate institutional structures, inability to utilize diversity resources in the organization, and poor work performance and all too frequently instable political arrangement were responsible for the poor performances of organizations. The imperatives of management efficiency in organizations cannot be underestimated. Government is also aware of the gains to be achieved efficient management of organizations. The work place automation presents opportunities for efficient management of organizations but there is greater potential for this efficiency through the proper utilization of human and material resources at the organization's disposal. Thus, the greatest challenge facing the efficient management of organizations is diversities of human and material resources in the organizations (Butler, 2019).

According to Clark (2011) the efficient management of organizations implies that both the management and employees identify with the objectives of the organization, competencies and skills, the achievement of the goals in their capacity and the innovative view of managers. It has to do with managers' commitment to their daily schedule and the display of high morale in their various offices or departments. Davies (2015) observed that inefficient management of organizations has become an increasingly serious issue in Cross River State. Consequent upon this, employees show poor attitude to work, characterized by abysmally poor job performance. Commenting on the efficient management of organizations in Cross River State. Dewane (2018) and Meremikwu et. al (2022) observed that many organizational managers are not result oriented, are lazy, slow, sleepy, reluctant to act, unskilled and not ready to change the methods they were used for newer ones. These managers are said to lack the zeal, the business and the momentum of hard-working people and generally, they are incompetent and indeterminate.

Organizational managers are expected to work effectively towards achieving the goals of the organization in their various departments, yet, the expected result and standard are still low. It is a recognized fact that the efficient management of organizations is a critical factor in the economic and social development of the nation (Olofu & Patrick, 2019; Opara et. al 2020; Agbade et. al, 2019; 2022; Agbor et. al 2026). When a manager is efficient his/her job, the organization is better positioned to maximally achieve its goals and objectives (Dutton, 2016). Scholars in public management have attributed the poor or ineffective management of diverse interest in organizations to be responsible for the poor productivity of most organizations. The implication of this is that proper and effective management of diverse groups is significant for organizational effectiveness.

Diversity management as a concept emerged in the organizations, where its aim was to ensure greater representation for minorities and disabled people in the labour market (Ylostalo, 2016). The concept has been described as the voluntary positive practices institutions and societies undertake to deal with the dilemma of the marginalization, exclusion and under representation of minority members (Mousa, Massoud & Ayoubi, 2020). The essence of organizational diversity is to maximize diverse skills and knowledge and in so doing achieve greater organizational management effectiveness and efficiency.

The significant of diversity management in organizations is centered on how workplace diversity has increased, demanding responsiveness and could be observed through different dimensions. These dimensions are categorized into primary and secondary diversities (Eitzen, 2010). The primary dimensions of diversity include age, race, and gender, while the secondary dimension(s) of diversity are marital status, education and religion (Eitzen, 2010; Olofu et. al 2024; Ushie et. al 2023; Olowonefa & Agbade, 2023; Agbade et. al, 2021). Gender diversity in the workplace entails having equitable number of workers based on gender considerations. Gender diversity is the opposite of gender sameness or an organization with the same gender composition. Gender diversity in an organization has its attendant benefits, such as allowing the fair mix of varied groups or teams to promote more, effectiveness, innovation, create and propose quick answers to difficult questions and emerging situations. As a result, bring a new look and mindset and bouquet of workable strategies to issues from different perspectives.

However, gender diversity has its challenges. In most cases, it may be noticed in patriarchy societies. It stimulates gender disparity, including stereotyping, bias, and ethnicity. Norris and Wylie (2019) observed that gender diversity is a probable cause of sex-role stereotyping, gender discrimination, gender disparity, gender bias and has been an obstacle to women's upward move to managerial and supervisory positions. Jackson (2017) asserts that complex forms of inherent unfairness and prejudices relationship on the lack of gender equity in organizations. These factors have made it difficult to define and manage gender diversity

in most companies. Although, the expansion and management of organizations including North-West Filling stations have been accompanied by growing demand for greater inclusiveness of all forms of diverse opinions and persons, yet this has not been realizable (Olofu & Ugbe, 2021; Patrick et. al 2025; Agbade et. al, 2020; Hampton, Guttotta & Ramos, 2016; Effiong & Agbade, 2016; Agbade et. al, 2019; Olofu et. al 2024). Gender equity in terms of leadership positions is still not at the desired level. According to Kempter (2016) the ways that companies manage workforce diversity is still evolving. Still, substantial proof exists to support the fact that gender disparity is common at the supervisory and leadership levels in so many companies in Cross River State. Kaleem (2022) and Ambe-Uva, Iwuchukwu and Jibrin (2018) reported that men outnumber women with a ratio of 20:1 at the supervisory and leadership levels of organizations, indicating that women at these levels are in the minority group. Besides, women who own business outfits or who are board members are far fewer than their men counterparts (Antai et. al 2025; Agbade et. al, 2019; Bessong et. al 2025; Patrick et. al 2026; Usua et. al 2023). United Nations Declaration of Human Rights (2022) reports that women have limited presence on boards as directors and that a large number of companies engage in what is known as gender tokenism, thus, raising concerns about gender inequity which undermines a company's potential value and growth (Adie et. al 2026; Ibu et. al 2019; Ibu et. al 2019; Adie et. al 2020). It is against this background that this study examines gender diversity and management of North-West Filling stations in Cross River State, Nigeria.

Statement of the problem

Some private and public organizations have found themselves in a crossroad trying to achieve management efficiency in the face of contradictory groups with diverse interests. The issue of inefficient and ineffective management of organizations have presented itself as a major problem to scholars and managers, especially in private organizations. Policy designers are concerned because various organizations have failed to be gender sensitive thereby promoting gender inequality, gender bias and discrimination in the workplaces, especially when it comes to who occupies managerial or supervisory positions.

In most North-West Filling stations today, proper norms for recruitment and promotion of their workers are disregarded to the point that those employed or placed in certain positions are unable to meet or deliver on expected standards. Rather, it is common to find job recruitment and promotion processes as well as job assignments characterized by gender stereotyping, bias and discrimination. North-West Filling stations are dominated by male workers. Worst still, is the managerial positions where the male and female ratio may be assumably around 10:2. Putting these organizations as less committed to gender equality, they may lose touch of the advantage of having workers with competencies or skills that could help the organization realize its goals and objectives. Some of the managers have germane gender ego, are nonchalant to the opposite sex, causing some of them to have low morale and low confidence in their performance of their routine duties (Norris & Wylie, 2019; Effiong & Agbade, 2018; Ogunode et. al 2024; Olofu, & Hur-Yagba, 2019).

Some North-West Filling stations have not been able to manage the gender diversities to the extent that there is no cordial relationship between the male and female workers. They rather groom male chauvinists who more often than not discriminate against the female workers in job schedules and even fail to teach, guide, advice, and counsel them in order to attain organizational goals. The result is that these private organizations fail to broaden their experiences and familiarize themselves with various aspects of the skills or competences of both sexes. Lack of efficient management of gender diversity also relates organizational capability and value to the socio-economic development of a society. Inefficient management

of gender diversity does not give room for organizations to be productive and contribute adequately to the gross domestic product. These private organizations are equally not exposed to avenues of job enrichment which would have enhanced their performances and also create opportunities for growth and development. Thus, in these North-West Filling stations, inefficient management of organizations may be tied to the disproportionate management of gender diversity by looking at sex-role stereotyping, gender bias, gender discrimination and gender prejudice. That is, the linkages between sex-role stereotyping, gender bias, gender discrimination and gender prejudice has not been adequately considered by scholars as capable of affecting efficient management of North-West Filling stations in Cross River State. Thus, the gap this study filled.

Objectives of the study

The main objective of the study was to determine the relationship between gender diversity and management of North-West Filling stations in Cross River State, Nigeria. The specific objectives include to:

- i. Examine the relationship of sex-role stereotyping on management of North-West Filling stations in Cross River State
- ii. Determine the relationship of gender discrimination on management of North-West Filling stations in Cross River State

Research questions

The following research questions were posed to guide the study:

- i. How does sex-role stereotyping relate to the management of North-West Filling stations in Cross River State?
- ii. What is the relationship between gender discrimination and the management of North-West Filling stations in Cross River State?

Research hypotheses

The following null hypotheses formed the bases of this study.

- i. Sex-role stereotyping has no significant relationship with management of North-West Filling stations in Cross River State
- ii. Gender discrimination has no significant relationship with management of North-West Filling stations in Cross River State

Literature Review

Sex-role stereotyping and management of organizations

Sex roles in any capacity demands equal participation in the authoritative allocation of values and resources by all members of a unit, irrespective of their sex status (United Nations Millennium Project (2024)). However, in most developing countries, sex role equality has not been promoted. It is clear that all legal, political and cultural constrains that tend to impede women's having or playing equal roles with their men counterparts. Consequently, their potentials for growth and development had always been exploited and downplayed by the male dominated system. That is to say the social, political and economic roles women played does not match with that of the men. It is only when we can demythologize gender myths of male superiority and face brute reality that we can make meaningful development in Nigeria (United Nations Millennium Project, 2024).

The concept of gender role stereotyping implies that women don't have equal dignity and rights. This is more so when the experience of women, in quest for equality in roles and positions compared with that of men in the same situation, is worrisome. Lerner (2016)

conducted a research and used a survey design for the study. One hundred and ninety-five (195) respondents were selected. The systematic-sampling was adopted and chi-square was used for data analysis. The study revealed that gender roles had been abused such that men and women are regarded as not equal in all aspects of roles assign to each by the society (Igyu et. al 2022, Obi et. al 2020). The study further reported that the roles played by men are such that gave them the power of reason, knowledge, independence, self-confidence, self-pride, self-experience and self-actualization, but the roles given to women makes them appear ephemeral, with feminine beauty, softness, grace and erotic movements.

A study carried out by Little (2020) in which survey design was adopted. Two hundred and sixteen (216) respondents were selected using simple random sampling technique. The analysis of variance (ANOVA) was utilized for data analysis. The study revealed that in African societies, boys are usually encouraged to be strong, fast, aggressive and dominant while girls are typically expected to be sensitive, intuitive, passive, emotional and naturally interested in household chores and child rearing. This as a matter of fact typifies the pattern of gender roles in most societies. According to Larson (2019) gender roles is more often than not linked with gender inequality. He defined gender role, as the favored pattern of behavior expected of individuals on the basis of their gender. Frank (2017) also defined it as the role or behavioral pattern played or displayed by each of the sex or expected of them to play or displayed by society. Because of the existence of gender roles, men and women see themselves differently. This variation in roles among individuals depending on the sexes is what is referred to as gender role differentiation (Jeneway, 2011). Gender roles is the dichotomies that exist in the roles played by the sexes. For instance, in societies it is common to see certain roles not being played by females. This also applies to males. On the other hand, each of these two groups play or are expected to play specific roles.

Garena (2014) conducted a study and the survey design was adopted. Three hundred and ten (310) respondents were selected. Simple regression analysis was utilized, and the result revealed that the pattern of gender roles in developing societies is such that the sexes i.e. men and women perform or are expected by society itself, to perform distinct roles. As such what men do and the behavioral patterns they display vary considerably from that of women and vice versa. In the past few decades, however, women have continued to rise to various challenges such as participating in the social, economic, religious and political life of the society. Notwithstanding their subordinate status, they have continued to thrive side by side with men - not without difficulties any way - in these spheres and have in so doing contributed immensely to the development of Cross River State.

Arikpo (2021) conducted a study on gender diversity and performance of fast-food companies in Calabar Municipality, Nigeria. She used survey design and two hundred and ninety-five (295) respondents were selected using systematic random sampling technique method. Also, Pearson's Product Moment Correlation analysis was used in testing hypothesis. Findings revealed that the general pattern in rural communities in Nigeria is that women have less personal autonomy, fewer resources at their disposal and limited relationship over the decision-making processes that shape their societies and their own lives. Besides, the emergence of a wage-based economy is that an individual's status becomes dependent on his earnings among other things, and since women earn only little compared to men, it becomes therefore that they are not only devalued, they also live economically dependent lives.

Gender discrimination and management of organizations

Gender-based differences in organizations are fortified and justified by generalizations and preferences that describe positive attributes and hence a higher obvious quality to the males (Kwofie, Frimpong & Baffoe, 2023, Adie et. al, 2022). Thus, organizations have a preference

to contract male workforce compared to females since they should have better abilities to manage their jobs. Cunningham explored a positive relationship between group sexual orientation, differing qualities and intra-bunch cooperation and just inside of those areas which were generally more different as far as sex. Overall, the section of organizations with more gender-based discrimination at managerial and non-managerial levels was more cooperative and collaborative. Men's and Women's differences may provide insights into the different needs of male and female employees.

In a study based on gender discrimination, Connell (2014) utilized survey design and one hundred and thirty (130) respondents were selected using combined systematic randomization and stratified sampling technique. The analysis of variance (ANOVA) was used to analyzed the data obtain from respondents. The study revealed that women do not have the same opportunities as men for education, careers, political relationship, economic advancement and so forth. Even in industrialized and developed countries Like Canada, gender relations are characterized by a lot of imbalance to the disadvantages of women; men earn an average of 77 per cent while women only earn 23 per cent. In developing countries, the gap is even wider. There are probably as many individual reasons for gender-based discrimination as there are individuals who practice it.

In another study by Hamet, Nicholls and Tonia (2017), survey design was adopted. One hundred and seventy (170) respondents were selected, multiple regression was used to analyzed the data. The study revealed that rural societies in Nigeria have clear patterns of "women's work" and "men's work" both in the household and in the wider community and cultural explanations of why this should be so and that the patterns and explanations differ among societies and change overtime. While gender relations may vary from society to society, the general pattern is that women have less personal autonomy, fewer resources at their disposal and limited relationship over the decision-making processes that shape their societies and their own Lives. In some societies, women come across many obstacles such as the sexism and objectification which they encounter daily.

Bourdieu (2018) conducted a study on the logic of gender disparity in Nigeria. The structural questionnaire method was utilized. Three hundred and fifteen (315) respondents were selected, the analysis of variance (ANOVA) was used to analyzed the data. The study revealed division of labor in workplace and in the home and the culture of patriarchy discriminated against women. In other words, it is the result of a male dominated, chauvinistic society that man discriminated and relegated the woman into an inferior position of status.

George (2015) in his study adopted descriptive survey designed. Two hundred and thirty (230) respondents were selected. Simple regression was used for data analysis. The study revealed that the discriminatory behaviors and policies of male employers restrict women's chances of attaining positions of authority in their work places. George (2015) also reported that male employers specifically direct women to choose positions with little chances of authority because they simply believe that women should not occupy positions or cannot do certain jobs or that they might attain high positions. In our society today, gender and sex discrimination characterize almost every aspect of social life. The issue is however more severe in the areas of wages, occupation, and workplace culture.

Methodology

Correlational research design was adopted for the study. The design is preferred because it enables the researcher to objectively collect data concerning the variables as they exist at the same time of investigation. The population of the study comprised 295 management and staff of North-West Filling stations in Cross River State. The Filling stations were considered as they also contribute to the gender diversity. The stratified random sampling was adopted for

selecting North-West Filling stations for the study. The target population was stratified into 2 stations in Cross River State. Simple random sampling technique was applied to sample 2 Filling stations in Cross River State, out of which 160 employees were proportionately sampled using simple random sampling technique through the hat and draw method. Data were sourced from both primary and secondary sources. A questionnaire was administered to obtain primary data. Secondary sources of data were used as the main source of data collection to gather relevant information from published materials, articles, libraries and journals.

The major instrument used for data collection was the questionnaire titled "Gender Diversity and Management of North-West Filling Stations Questionnaire (GDMNWFSQ) based on 4 points rating scale. The instrument was validated by three experts: two from the Department of Business Management and one from the Department of Accounting. The reliability of the instrument was established based on a pilot study that was conducted using the test-retest method carried out on employees of North-West Filling Stations in Cross River State. To determine the reliability of the instrument, a pilot tests was conducted using 30 employees in North-West Filling Stations. Data analysis was done by the use of tables. Pearson's Product Moment Correlation analysis was used to test the hypotheses of the study.

Results

Hypothesis one

Sex-role stereotyping has no significant relationship with management of North-West Filling stations in Cross River State

Table 1: Correlation result showing the relationship between sex-role stereotyping and management of North-West Filling stations in Cross River State

		Sex-role stereotyping	Management
Sex-role stereotyping	Pearson Correlation	1	.334**
	Sig. (2-tailed)		.000
	N	160	160
Management	Pearson Correlation	.334**	1
	Sig. (2-tailed)	.000	
	N	120	120

*. Correlation is significant at the 0.01 level (2-tailed).

Table 1 shows the correlation result of sex-role stereotyping and management of North-West Filling stations in Cross River State. The correlation between the independent and dependent variables is negative and at the same time weak, $r = 0.334$ (33.4 per cent), $n = 160$. Although there is a positive correlation relationship on the independent and the dependent variable, the sig figure in the table shows that sex-role stereotyping has significant relationship with the management of North-West Filling stations as indicated by the "sig" level ($p < 0.05$) in the Table 1. Table 1 indicated that the calculated r - value of 0.334 is greater than the critical value of 0.01 with 206 degrees of freedom at 0.05 level of significance. From the result, the null hypothesis was rejected and the alternate hypothesis is retained.

Gender discrimination has no significant relationship with management of North-West Filling stations in Cross River State.

TABLE 2

Correlation result showing the relationship between gender discrimination and management of North-West Filling stations in Cross River State

		Management	Performance
Gender discrimination	Pearson Correlation	1	.407**
	Sig. (2-tailed)		.000
	N	120	120
Performance	Pearson Correlation	.407**	1
	Sig. (2-tailed)	.000	
	N	120	120

*. Correlation is significant at the 0.05 level (2-tailed).

Table 2 above shows the correlation result of the relationship between gender discrimination and management of North-West Filling stations in Cross River State. The correlation relationship of the independent and dependent variables is positive but weak, with $r = .407$ (40.7 per cent), $n = 160$. Although there is a positive correlation between the independent and the dependent variable, the sig figure in the table shows that gender discrimination has significant relationship with the management of North-West Filling stations as indicated by the "sig" level ($p < 0.05$) in the Table 2. Table 2 indicated that the calculated r - value of 0. 407 is greater than the critical value of 0.01 with 206 degrees of freedom at 0.05 level of significance. From the result, the null hypothesis was rejected and the alternate hypothesis is retained.

Discussion of findings

Sex-role stereotyping and management of North-West Filling stations

The correlation analysis revealed a positive and significant relationship between sex-role stereotyping and management of North-West Filling stations ($r = 0.334$, 33.4 per cent). This finding is in line with Little (2020) who noted that sex-role stereotyping has significant and positive relationship with management of organizations. survey design was adopted. Two hundred and sixteen (216) respondents were selected using simple random sampling technique. The analysis of variance (ANOVA) was utilized for data analysis. The study revealed that in African societies, boys are usually encouraged to be strong, fast, aggressive and dominant while girls are typically expected to be sensitive, intuitive, passive, emotional and naturally interested in household chores and child rearing.

Gender discrimination and management of North-West Filling stations

The correlation analysis revealed a positive and significant relationship between gender discrimination and management of North-West Filling stations ($r = .407$, 40.7 per cent).The finding challenges aspects of Hamet *et al.*, (2017) that gender discrimination has significant relationship on the management of organizations. Survey design was adopted. One hundred and seventy (170) respondents were selected, multiple regression was used to analyzed the data. The study revealed that rural societies in Nigeria have clear patterns of “women’s work” and “men’s work” both in the household and in the wider community and cultural explanations of why this should be so and that the patterns and explanations differ among societies and change overtime. While gender relations may vary from society to society, the general pattern is that women have less personal autonomy, fewer resources at their disposal and limited relationship over the decision-making processes that shape their societies and their own lives.

Conclusion

The findings in this study showed that gender diversity and management of North-West Filling stations in Cross River State, Nigeria is best achieved through sex-role stereotyping and gender discrimination. This indicates that as gender diversity in committees or organizational staff increases, organizational management increases and vice versa. Gender diversity is a global workplace and marketplace phenomenon. Therefore, any organization that intends to be successful must have a borderless view and an underlying commitment to ensuring that gender diversity is part of its day-to-day organizational conduct.

Recommendations

Based on the findings of the study, the following recommendations were made:

- i. That sex-role stereotyping in the workforce should be significantly improved in North-West Filling stations in order to enhance the management of employees.
- ii. That management of the North-West Filling stations should not discriminate gender. They should be male and female-centered and driven, and also maintain good working relationships through committees to facilitate the attainment of set goals for the Filling station.

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