Working Women and Challenges of Modern Employment: *A Case Study of Baron Vegetable Company in Anambra State, Nigeria.*

Scholastica Nneka Ogbozo[1], Feyza A. Bhatti[2]

Abstract

This research paper presents a detailed analysis of the challenges that working women in Nigeria face in modern employment, a case study of some women in Baron Oil Vegetable Company Anambra State Nigeria. This research was aimed to thoroughly examine the difficulties working women face in the contemporary work environment and also to investigate how gender dynamics, cultural norms and economic constraints interact to shape the lives of Nigerian working women. The main problem is that many Nigerian women still struggle with balancing work and family, dealing with gender discrimination, and having fewer opportunities for career advancement. To understand these issues, interviews were conducted with working women in Baron Vegetable Oil Company in Nigeria. Also this thesis made use of both the primary and secondary data source. The study found that most women face difficulties because of traditional gender roles, lack of support at home, and workplace discrimination. These findings are important because they show the need for policy improvement to promote gender equality, better policies to support working women, such as flexible work hours and anti-discrimination laws.

Keywords: working women, challenges, employment, Nigeria, gender discrimination

Introduction

The role of women in the workforce is critical in today's global climate, and Nigeria is no different. Nigeria,with a population exceeding 200 multitudes of people "The World Bank in the year 2023",is not only Africa's most populous country, but it also has one of the continent's greatest economies (Makama, 2013). Nigeria's labor market has undergone significant transformations due to the

influences of globalization, urbanization, and technological advancements (Aremu & Adekola, 2019; Alkali & Bello, 2018; Adesanya & Olajide, 2019). As Nigeria integrates into the global economy and experiences rapid urban growth, its labor market continues to evolve, presenting both opportunities and challenges for workers and policymakers alike (Adesanya & Olajide, 2019; Ojewumi & Ekundayo, 2019). The nature of work has changed, and traditional gender roles have been called into question. Working women's experiences and challenges have come into sharp focus as a result of this transforming terrain, necessitating a deeper awareness and study. In developing nations like Nigeria, women are rapidly acquiring abilities, equally engaging in the workforce at an unparalleled rate (Klasen and colleagues in 2018). Nevertheless, they persistently encounter challenges stemming from patriarchal structures and norms, both within their households and professional environments (Adisa et al., 2019; Makama, 2013). The incorporation of women within the workforce has long been recognized as an essential component of economic growth and development (World Bank, 2012). Women make up a substantial portion of Nigeria's workforce, contributing significantly to the nation's productivity and economic well-being (World Bank, 2019). As of (2022, World bank Gender Data), Nigerian working women constitute approximately (52.1%) of the workforce in the country. This percentage reflects the significant presence and contributions of women to various sectors of the Nigerian economy.

Statement of the Problem

While progress has been made, Nigerian working women continue to face a slew of hurdles in the modern workplace scene. These difficulties vary from systemic gender discrimination and uneven compensation to a contradiction between traditional societal expectations and the demands of modern employment (Adisa et al. ,2019) & (Makama, G. A, 2013). Effects of gender discrimination on women workforce development in Bauchi State, Nigeria. International Journal of Academic Research in Business and Social Sciences, 3(12), 560-566. Furthermore, rising trends like the gig economy and remote work bring additional challenges for working women. Traditionally, given the nature of

Nigerian' patriarchal society, men have always been assigned the role of the breadwinner in the family while women have played the role of home keepers and child carer (Adejumoke & Olowokere, 2012). The increasing participation of Nigerian women especially in Eastern Nigeria in the economic engagements of formal employment have enabled women to exercise their choice independently. Working women are been subjected to countless obstacles within their environment (Okafor, Fagbemi, & Hassan, 2011), & (Osondu-Oti & Olominu 2018) & (Adisa, R., Adelakun, O. E., & Lawal, T. O, 2019). Women, leadership and development in Nigeria: A critical discourse. Gender, Work & Organization, 26(2), 192-206.

As regards these, there is an urgent need to thoroughly explore these difficulties in order to drive evidence-based policies and practices that empower working women and contribute to a more equal workforce.

Purpose of the Study

The purpose of this qualitative narrative study was to:

1. Thoroughly examine the difficulties working women in Nigeria face in contemporary w work environments.

2. Investigate how gender dynamics, cultural norms, and economic constraints interact to shape working women's lives.

3. Look into how women's work-life balance is affected by contemporary employment demands such as lengthy working hour.,

4. Explore the impact of gender-based discrimination, cultural expectations, and societal norms on the careers of Nigerian working women.

5. Explore the effectiveness of existing policies and initiatives aimed at promoting gender equality in the Nigerian workplace.

6. Identify areas for policy improvement and propose recommendations for creating more inclusive and equitable work environments for women in Nigeria.

Study Assumptions

Several assumptions were made in this study because the researcher had no control on the trustworthiness of the responses from the ten participants to the interview questions.

The following assumptions were made:

The study assumed that the people taking part would be truthful when talking about their own work experiences. (Lopez-Perez, & Spiegelman, 2013), stated that it is because they know that giving honest answers to interview questions will help the study .

There Are Significant Gender Disparities in Employment Opportunities, Pay, and Career Progression in Nigeria, which Disproportionately Affect Women: Gender Disparities Exist in the Nigerian Workforce. The cultural, social, and economic contexts all have an impact on this inequality.

Significance of the Study

This research holds significant implications for academia, policy formulation, and societal progress. By shedding light on the challenges faced by working women in Nigeria's modern employment landscape, this study contributes to the existing body of knowledge in gender studies, economics, and sociology. Moreover, the findings will inform policymakers, business leaders, and advocacy groups, enabling them to design targeted interventions that foster a more inclusive and equitable work environment. Ultimately, this study strives to play a pivotal role in shaping a future where working women in Nigeria can pursue their professional aspirations unhindered by gender-related barriers, contributing meaningfully to the nation's social and economic advancement.

Literature Review & Hypothesis Development

Historical Consideration

African cultural heritage does not only shape the way people live but also influences their futures (Jekayinfa, 1999). And the introduction of modern employment practices brought with it new opportunities as well as new obstacles. Adewale and Adebowale (2018) conducted research on the transition from traditional to modern employment and how this shift has impacted the roles and status of women in the workforce. Somjee (1989) made strong criticisms. She said that in the history of women's studies, which isn't very long, people have used different ways to understand women's issues and find solutions. These ways include looking at how women are seen in different cultures and times, considering their biological roles and what society expects from them, and noticing how their power and status compared to men have changed over time. There's also a focus on making women equal through economic and legal means, treating them as individuals rather than only as caregivers for the family. Okolo (1989) found another problem: there aren't many women in top management positions, so there aren't enough role models for other women. However, once a woman gets into these positions, there isn't much difference between men and women in terms of hierarchy within organizations. This might be because women in these roles have adapted to the male-dominated environment and aren't affected by it as much. When men are in charge of the hierarchy, it can influence the selection of management boards, but its impact isn't very strong overall. Gender-based discrimination remains a pervasive issue in Nigeria's modern workplace. Studies by Oni and Daniel (2019) and Ogundele and Ogundele (2016) reveal that working women face biases in hiring, promotion, and leadership opportunities, often stemming from deep-rooted cultural and societal norms. This underrepresentation of women in leadership roles may stem from the experiences of Nigerian and third-world women (Phendla, 2008).

Mentorship

Studies have found that having a mentor is crucial for people's careers. Mentorship is like a special connection between an expert and someone that's inexperienced, helping the inexperienced person achieve their career goals (Yip & Kram, 2017). It involves things like sharing personal stories, learning from each other, and caring about each other (Janssen et al., 2013). Mentorship programs can help address specific challenges faced by working women in Nigerian workplaces, such as gender discrimination and lack of representation in leadership positions. Mentors can serve as advocates for their mentees, advocating for equal treatment and opportunities within the organization (Osondu-Oti & Olominu, 2018). Mentorship programs tailored to the needs of working women can contribute to their skill development, confidence building, and overall career satisfaction (Fitzgerald & Thompson, 2018). Mentors can offer insights into navigating workplace challenges, accessing opportunities for advancement, and balancing work and personal life responsibilities. However, women often face challenges in finding mentors because of obstacles in social interactions Finseraas et al. (2016); Yip & Kram (2017). The #The MeToo movement has also made some men hesitant to mentor women because they're worried about being misunderstood (Igbanugo and colleagues, 2016; Fakeye and team, 2012).. The problem gets even bigger because there aren't many females in managerial roles. Having women mentors is crucial for women's career growth because they inspire and find solutions to workplace challenges (Fitzsimmons & Callan, 2016). Women who have broken through the glass ceiling can provide valuable support and guidance for fellow women (Hill & Wheat, 2017).

Gender Discrimination and Stereotype

Gender bias makes it tough for women to move up in their jobs. Even when they do, they still have a hard time because people question if they should be in charge or if they have enough respect or "status" (Vial et al., 2016). People think men are better suited to be leaders, so when women become leaders, some people don't think they fit the role. This makes it harder for women leaders, and sometimes they have to be more forceful to show they are in charge. But this can make things worse because people respect them less (Vial et al., 2016).

People's ideas about what leaders should be like affect how they see women in leadership roles. Because of these ideas, women don't get as many chances to be leaders as men do. These ideas are hard to change, and they stop women from reaching leadership roles (Eagly & Karau, 2002; Heilman, 2001).

Many studies have found different reasons why women don't get ahead in their jobs. Some say it's because people think women aren't good leaders, or because there are invisible barriers that keep women from reaching the top. Others say it's because people have wrong ideas about women, or because women don't aim high enough. There are many things that stop women from being leaders, like how they're treated at work, what kind of training they get, and how the organization works ; Cook and Glass from 2014, Eagly and Heilman from 2016, Eagly and Karau from 2002, Hepburn and Simon from 2006, Ismail and Ibrahim from 2007, Judge et al. from 2003, Mordi et al. from 2011, Pai and Vaidya from 2006, Rink et al. from 2012, Ryan et al. from 2006, and Vial et al. from 2016. The majority of these reasons come down to gender bias, gender stereotypes, and how people think men and women should act at work.

The Connection between Gender, Ethnicity and Religion

The mix of race and ethnic background makes things more complicated and contributes to the challenges of working women and underrepresentation in leadership positions (Devnew et al., 2017). The combination of gender, ethnicity, and religion makes the issues women face at work even more difficult. In Nigeria, the dominance of men, many different ethnic groups, and various religious beliefs contribute to these challenges.

Methodology Literature

The research used a qualitative study to investigate the challenges/experiences of Nigerian working women in modern employment. Qualitative research is a method that focuses on exploring and understanding phenomena without using statistical analysis (Cypress, 2015). It is a flexible and inductive process, particularly suitable for social sciences when depth and insight are essential

(Maxwell, 2013; Gill et al., 2008).

In qualitative research, the researcher acts as the main instrument, using their observations and interactions to make sense of the subject. The unique role of the researcher emphasizes the importance of relationships with participants, influencing data collection and requiring adherence to excellent morals by Lawrence-Lightfoot and Davis from 1997, and Tolman and Brydon-Miller from 2001. In qualitative research, analyzing of data should occur at the same time with collection of data, and there are preferred approaches to maintain consistency (Maxwell, 2013; Merriam & Tisdell, 2015). The choice of qualitative research methods depends on the study's purpose, with options such as narrative inquiry, phenomenology, grounded theory, ethnography, and case study. This study opted for narrative inquiry.

In Nigeria, existing literature highlights the impact of socio-cultural traditions on working women. Despite comprising more than 52% of the workforce and possessing the necessary skills, women remain significantly fewer in diplomacy, business, and top management (Gberevbie and Oviasogie, 2013; George and Ogunniyi, 2014; Agbalajobi, 2010).. Qualitative research is deemed suitable for gaining a deeper understanding of the factors contributing to this workplace challenges and finding solutions(Alade and colleagues, 2015; Anigwe, 2014; Fakeye and team, 2012; Lincoln and Adedoyin, 2012; Mordi et al., 2011; Ojinta and Halkias, 2019)

Methodology

Researchers use three main approaches in their studies: quantitative, qualitative, and mixed methodologies. This research project chose to use qualitative narrative inquiry. According to Merriam (2002), narrative inquiry is effective for understanding deep meaning from individuals and their experiences. Instead of using numbers, this study described participants' experiences using words. Qualitative research aims to let the researcher deeply explore participants' experiences using specific methods such as in-depth interviews, focus groups, observations, content analysis, visual methods, life

histories, or biographies (Hennink et al., 2011). Narrative, phenomenology, grounded theory, ethnography, and case studies are examples of qualitative research methods. Qualitative research is often used in social sciences where a thorough understanding of specific phenomena is needed because it's a continuous, flexible, inductive, and evolving process (Maxwell, 2013), (Gill et al., 2008). Cypress (2015) pointed out that qualitative research investigates, reveals, describes, and understands things that are not well-known. This study was well-suited to qualitative research. Phenomenology is a research approach that focuses on individuals' experiences with a phenomenon (Creswell, 2014). Researchers use phenomenology to interpret the meaning of a central phenomenon for a group of people. It involves conducting interviews with open-ended questions. This study involved talking to people to hear about their experiences. We used open-ended questions in interviews to let them share their stories (Creswell, 2014). In descriptive phenomenological research, we focus on what everyone has in common when they go through something, while interpretive phenomenological research looks at what it means to them (Creswell, 2014).

We also looked at case studies. A case study is when we deeply study one specific thing, like a situation or an event, to understand it better. We do this by collecting data over a long time and looking at it from different angles (Creswell, 2014), (Yin, 2003). Case studies can help us understand real-life situations (Yin, 2003). Sometimes, we use exploratory case studies to learn more about a topic before doing other kinds of research (Yin, 2003).

Narrative inquiry is another way of doing research. It's all about collecting stories from people (Mazur, 2018). People share their own stories, and we use them to understand their experiences (Greener, 2011). By hearing the success stories of the women in our study, we learned about the challenges they face at work. Narrative inquiry helps us understand how people see and make sense of their experiences. Listening to their stories helped us understand what helps or hinders their careers. The aim was to craft a narrative that illustrated their firsthand experiences.

Sampling Method

The reason for choosing these women was to see how they balance their work and personal lives. Having enough people in a qualitative study helps researchers look deeply into each case, which helps understand their experiences better (Sandelowski, 1995, p. 179). Qualitative research looks at data by understanding what it means, while quantitative research uses numbers (Neuman, 2011). Guetterman (2015) says researchers should carefully pick who they study in qualitative research, while Maxwell (2013) says having a lot of information and describing what's being studied is important. Creswell (2013) suggests using just one or two cases for storytelling research, unless making a story about a group. This study needed the right number of people that met these guidelines.. Participants were 10 women, 5 married and 5 single, some of them are senior executive officers, some middle executives and others, of a private Vegetable oil company operating in Anambra State, Nigeria. Baron Vegetable Oil is one of the best food products processing companies in Anambra State, Nigeria. The participants were called to schedule individual interviews at a time that worked for both of us.

Data Collection

A study using a narrative inquiry was carried out to understand how women tackle today's challenges of modern employment in Nigeria. This type of research design helps tell the stories of participants and their experiences as women in a challenging work environment. The interview consisted of 20 items on various aspects of the study. Data was collected using the personal contact approach. 10 women were interviewed using an open-ended format. The participants were interacted with and interviewed through phone calls. Questions were asked in a natural way to gather detailed information from the participants' stories. The aim was to let them share their experiences freely without feeling pressured. Each of the telephone discussions lasted between 45mins to 1hr. Some related questions were asked of them and the answers noted down. The interview consisted of 20 open ended questions to meet the objectives of the study. The items in the interview questions included Nigerian working

women challenges related key parameters like discrimination based on gender, promotion issues, work life balance, safety and security issues, workplace discrimination and prejudices, sexual and mental harassment etc. After all the results, an errors check took place. All results were double checked to lower any changes of error whereas there was an opportunity for the participants to review the analysis and provided feedback where needed.

All necessary permissions and ethical approvals were obtained before starting data collection. Gratitude was shown to the respondents after the interview and all documents were safely stored.

Method and Data Analysis

Data analysis involves interpreting the information gathered to address the research questions. According to Merriam and Tisdell (2015), it's important to collect and analyze data at the same time. They suggest that data analysis is a critical part of qualitative research and should be approached in a specific way. Analyzing data as it's collected helps prevent feeling overwhelmed later on and makes the process more concise and insightful. Mazur (2018) also points out that there isn't a single method for conducting narrative research; it can be done through various analytical frameworks. Thematic analysis is a methodical approach to analyzing data that focuses on identifying themes or patterns in the collected information. Mills et al. (2012) describe thematic analysis as involving coding and classifying textual data based on themes, and interpreting these themes to uncover commonalities and overarching patterns. Thematic analysis was chosen over computer-assisted qualitative data analysis software (CAQDAS) for this study. Ibrahim (2012) argues that thematic analysis is effective in identifying variables that influence participants' issues and behaviors, providing appropriate explanations. Thematic analysis acknowledges the impact of socio-cultural backgrounds on participants' interpretations of their experiences, which is crucial for understanding decision patterns. Additionally, the lack of expertise in CAQDAS may have led to the omission of relevant cultural information. Despite initial challenges, thematic analysis ultimately resulted in a deeper understanding of the collected data.

The important terms and expressions from the interviews and research questions reviewed. Codes were

made to understand and organize the information. By finding similarities and patterns in the codes, they were grouped into themes. This helped to easily spot important comments from participants that influenced their career growth. Analyzing the gathered information in this study helped to learn what the participants saw as positive things that helped their careers and the difficulties they face at work. The main themes were analyses under three sections which are Opportunities, Challenges and Workplace experiences.

Results & Findings

The results of this study offer a detailed understanding about the challenges faced by working women in Nigeria within the context of modern employment. Through a qualitative interview, several key findings emerged, shedding light on various dimensions of these challenges. Here are some common opportunities and challenges faced by working women as gathered from the interview:

Opportunities the women get from their jobs

It was gathered that many organizations now recognize the value of diversity and inclusion, creating opportunities for women to advance in their careers. Initiatives like mentorship programs and leadership training help women to develop the skills needed for higher-level roles. Networking opportunity is helping women to build professional relationships, and gain exposure to new career paths. Women's networks and affinity groups within organizations provide a supportive community.

Women when interviewed were further asked about the benefits of being on their jobs and they talked about the opportunities of their jobs under three themes: Personal development, Financial Independence, and partial respect from the society.

Personal and Career Development through Skills and Networking

The company had invested in the continuous education and skill development of their employees,

although not equally for each gender (as discussed in section 4.2), women interviewed have seen the training programmes as an opportunity to enhance their knowledge and stay competitive in the workforce.

Skill development and networking helped me to build relationships with colleagues and industry professionals (Int2)
Sales Representation

Through my job I have met some professionals in this industry and I have gained financial independence and skill development (Int7)
Financial and Administrative Officer

Financial Independence and Security

Like interview 7, financial independence was another opportunity mentioned by women interviewed. Women felt security through financial independence.

Financial independence has reduced the dependence I have on others,including family members or my partner. This independence has also shifted my power dynamics and contribute to a perception of strength and my self-sufficiency,(Int1)
Brand Manager

My job has offered me financial independence and career growth. (Int1)
Human Resource Manager

I have become financially independent through my job which has given me some level

of security. This job has given me the opportunity to invest in my personal and professional life. (Int8)
Marketer

Additionally, some women stated that achieving financial independence at some points are even more challenging due to systemic barriers, such as wage gaps and limited access to educational and economic opportunities

Respect from Society

Some women agreed that financial independence earns them the needed respect in the society, others said respect alone cannot earn them the needed respect.

Financial independence can contribute to greater respect for women in society, although the relationship between financial independence and societal respect is complex and can be influenced by various factors, including cultural norms, individual beliefs, and systemic structures.

Some ways in which financial independence has impacted the respect women receive:

1.   Autonomy and Decision-Making Power:

Financial independence provides women with a sense of autonomy and decision-making power over their lives. This has given the women the ability to make choices about their education, career, and personal life based on their financial resources, they are often accorded greater respect for their independence and agency.

2.   Professional Achievements:

Women who achieved financial success through their careers or entrepreneurial endeavors gained respect for their professional achievements. This in one way or the other challenges traditional gender

stereotypes and demonstrates that women are capable and competent contributors to various fields.

3.   Positive Role Modeling:

Financially independent women now serve as positive role models, inspiring others to pursue their goals and aspirations. This is contributing to changing societal attitudes towards women's capabilities and the value of their contributions.

4.   Contribution to Household and Community:

Many financially independent women often make significant contributions not only to their households but also to their communities. Whether through philanthropy, community projects, or other initiatives, their financial stability is enabling them to have a positive impact beyond their immediate circles.

5.   Empowerment and Confidence:

Financial independence is closely tied to a sense of empowerment and confidence and women who feel secure in their financial standing are more likely to assert themselves and thus gives them the respect they deserve in various aspects of life.

However, it's essential to acknowledge that the correlation between financial independence and societal respect is not universal, and challenges persist according to some of the interviewed women. Societal norms (character wise) and expectations, as well as gender biases, still influence how women are perceived and respected regardless of their financial status and while financial independence seems to be a significant factor in gaining respect, broader efforts to challenge gender norms, promote equality, and address systemic barriers are crucial for fostering a more inclusive and respectful society for women.

Yes financial independence brings me respect from the society in one or the other,(Int7) Finance and Administration Officer

Financial independence does not guarantee women entire respect from the society, the society also requires that you portray good character with your money in other to gain respect,(Int3)Product Manager

Yes many people today worship money so once you are financial independent and contribute to the society they respect you,(Int8)Marketer

Financial independence has helped in giving some respect especially from my family and society at large. It has helped to have a stand notwithstanding my gender,(Int 10) Store Manager

My husband and his family gives me my due respect because of my financial independence,(Int2)Sales Rep

Workplace experiences.

Despite the above mentioned opportunities of being in an employment for women, the experiences of the workplace of these women showed that the discrimination practices were common.

1.   Unequal pay:

During the interview,it was stated that gender pay gap persists in Nigeria, with women often

earning less than their male counterparts for similar work. Also economic disparities impact the financial stability of working women. Though there has been increased awareness about gender pay gaps and this has led to initiatives aimed at achieving equal pay for equal work. Organizations are

implementing policies to promote gender equality, ensuring a fair and inclusive work environment. In all these, the implementation of the policies by mostly private sectors is the real problem as they do not adhere to the government policies(participants).

> *Not really at this job but from my formal job I was once discriminated because of my gender by getting unequal pay with my male colleague,(Int7)*

> *Yes am not getting the same pay with some of my male colleagues of same work experience,(Int6)*

> *The challenge I have now has to do with gender discrimination because not not getting equal salary with my male colleague of same job(Int4)*

> *I first changed work because of gender discrimination. I was getting lower salary than my male colleague for past three years and when I found out and nothing was done then I resigned from the job(Int3)*

2.   Gender Bias and Discrimination:

Stereotypes and biases still affect hiring decisions, promotions and overall treatment of women in the workplace.

Discrimination manifests in subtle ways, such as being excluded from important meetings or not being given credit for their contributions. From the interview, women stated that gender bias manifests in various forms, including, limited access to career advancement opportunities, and that their contributions are undervalued or that they face additional hurdles compared to their male counterparts(participants).

> *I was denied opportunity for promotion while my male colleague got*

promoted,(Int9)

I had limited access to career opportunity so I took to be discrimination(Int5)

We all knew that it is not easy for working women in Nigeria so for me to get this position I faced many discrimination which example was denial of opportunity for skill development and training and bias promotion(Int9)

I changed from my previous job because of delayed promotion especially it was done in the act of gender selection(Int1)

3.   Maternity Discrimination:

This discrimination related to pregnancy and maternity leave can be an issue because some women said that they fear negative consequences or biases related to taking maternity leave or returning to work after childbirth. Returning to work after maternity leave poses challenges in terms of career continuity and advancement for them. Also, poor maternity leave policies and the lack of support for family planning has impacted their career trajectories(participants).

I changed from my previous job because of poor maternity treatment,(Int2)

This job offers me poor maternity leave and healthcare,(Int5)

This job has no pension plan and there is poor healthcare,(Int10)

4.   Denial of opportunities due to gender:

Most of the interviewed women said that they continue to face instances where they are denied

opportunities solely because of their gender. Some of the women agreed about the encounter bias during the hiring process, with employers making decisions based on traditional gender stereotypes rather than evaluating qualifications and skills. Also barriers to career progression persist, with women often having fewer opportunities for promotions and leadership roles compared to their male counterparts. One very outdated mindset hampering a woman's ability to be marked for promotion is that some simply find it hard to see a woman as a leader. This is because the qualities stereo-typically associated with being a strong leader such as assertiveness or ambition are also usually associated with men.

From the interview it was gathered that it takes women longer to get promoted in comparison to their male counterparts.

According to the "women in the workplace"_study, for every hundred men hired or promoted to a higher position , only 72 women are promoted and hired for the same role.

A study by Frontiers in Psychology shows that when it comes to getting promoted, men just need to show potential, while women have to prove performance.

While 46% of the entry-level workforce are typically women, women are just 37% of the cohort by the relatively early point of promotion to junior manager. The numbers only decline from there because; promotions in the workplace are supposed to be based on merit, but often rely less on talent than opportunity. The women expressed their feelings about the often underrepresented in leadership positions towards them because of denial of promotion or delay in promotion. The women stated that this under representation helps to perpetuate stereotypes and hinder career progression for them and this underrepresentation contributes to a sense of isolation and hinder career progression. The women also stated that they experience unequal access to high-profile projects, and training opportunities and this hinder their career growth. Networking biases and informal channels of communication disadvantages women in terms of access to crucial information and opportunities. The women without hesitation stated they often work as much as their male counterparts and contribute significantly to the workforce in various industries and professions, demonstrating dedication, skills,

and commitment comparable to their male colleagues. We equally work the same hours with our male counterparts as there's no policy stating different working hours for women.

Working women in Nigeria are underrepresented because of promotion issues.

In some companies is not common to see women in leadership positions(Int1)

I can do all tasks assigned to me but most times high profile jobs are being assigned to my male colleagues, (Int2)

Yes, though not from this company men are often preferred to be selected especially if you are married, your chances are limited(Int7)

In some cases more better assignments are given to men than women (Int8)

I work same hours with my male colleagues but sometimes am given less profile tasks which limits my growth while male take high tasks(Int5)

Delay in my promotion because I am due for promotion but for some reasons I do not know it is being delayed and it is a sign of discrimination,(Int2)

Yes,because I have limited access to career advancement opportunity unlike the male colleagues they mostly select them more than women(Int10)

I have limited access to training even though sometimes is not just only about the male counterparts, women too are also the problem while this issue of discrimination keep existing in the workplace because of jealousy,gossip and competition,(Int6)

5.   Sexual harassment and other forms of abuse

According to the interviewed women; sexual harassment remains a significant issue in many workplaces. This can include unwanted advances, comments, or any other unwelcome conduct of a sexual nature. It creates an uncomfortable and hostile work environment for women. Also bullying and Intimidation from colleagues or superiors. This involves verbal abuse, humiliation, or other forms of mistreatment that create a hostile atmosphere too.

Additionally, there was an expression that women who speak out against abuse or harassment likely face retaliation. This could include being marginalized, denied promotions, or subjected to other negative consequences for reporting inappropriate behavior. And this, has made so many women to either not speak out or quit the job which basically leads to depression and losing commitment from their jobs.

> *As a marketer, I do encounter sexual harassment from customers and sometimes verbal abuse from male colleagues,(Int6)*

> *Yes, sexual harassment and verbal abuse from my formal boss,(Int3)*

> *Honestly because of the way the society flaw at sexual harassment most times they tend to blame the women so I decided to the job so I didn't pursue the case further,(Int3)*

> *Yes verbal abuse from a colleague,(Int2)*

> *Verbal harassment from a colleagues from colleague and sexual harassment from prospective customers,(Int8)*

Above all, there is optional advice from the women towards the victims. Some said the victims should always speak out and fellow due process to get justice while some suggested not to talk as the society mostly blames the women and equally quit the job.

Few of the interviewed women who stated that they spoke out of their own experiences expressed their feelings that appropriate measures were not taken.

Discussions

There are various suggestions from the interviewed women on more convenient ways to reduce the issue of harassment based on gender discrimination.

Providing comprehensive training on diversity, inclusion, and gender sensitivity for all employees to raise awareness about what constitutes harassment and discrimination. Implementing workshops to educate employees about respectful behavior, communication, and the importance of a diverse and inclusive workplace(participants).

1.   Clear Policies and Reporting Procedures:

Develop and communicate clear policies on harassment and discrimination, including specific details on reporting procedures.

Ensure that employees are aware of the reporting channels and encourage them to report any incidents without fear of retaliation.

2.   Support Systems:

Establish support systems within the organization, such as counseling services or employee assistance programs, to assist those who have experienced harassment within the firm, such as counseling services or employee assistance programs, to help those who have been harassed. Make sure victims have access to information and support as they go through the reporting process.

3.   Commitment to Leadership:

Show strong leadership commitment to fostering a culture of respect and equality. Leaders should set an example by creating an inclusive environment and responding quickly to any incidences of harassment.

4.   Monitoring and evaluation on a regular basis:

Monitor workplace dynamics on a regular basis using surveys, feedback channels, and confidential reporting to uncover potential difficulties. Policy and procedural efficacy should be evaluated on a regular basis.

5.   Diversity & Inclusion Promotion:

Promote diversity and inclusion actively in hiring, promotion, and decision-making processes. Create an inclusive workplace culture that values and respects people from all walks of life.

6.   Legal Obligation:

Ensure that the organization complies with local and national laws regarding gender discrimination and harassment. Stay informed about changes in legislation and update policies accordingly.

7.   Swift and Transparent Investigations:

Conduct thorough and impartial investigations into reported incidents of harassment. Communicate transparently with all parties involved, ensuring confidentiality is maintained as appropriate.

8.   Community and Industry Involvement:

Engage with community organizations and industry groups that focus on gender equality. Participate in initiatives that promote diversity and share best practices with other organizations.

9.   **Crisis Communication Plan:**

Develop a communication plan to address incidents promptly and transparently. Communicate the organization's commitment to addressing and preventing harassment. By implementing these measures, organizations can create a more inclusive and respectful workplace that actively works to prevent and address gender discrimination and harassment.

 Additionally, fostering a culture of openness and continuous improvement is essential for creating lasting change.

Women getting maximum or poor support from their Bosses/Colleagues

Many women stated that they receive positive support from their colleagues which foster a collaborative and inclusive work environment. Also, peer relationships contribute to a sense of camaraderie and shared goals. They also stated that they often find support through mentorship and networking opportunities with their colleagues. This to say that informal relationships provide valuable guidance and career advice. Same way, some women stated that they experience less support from their colleagues in the workplace due to implicit biases, stereotypes of gender-based expectations.

On another hand the participants explained that the level of support women get from bosses varies, with some demonstrating strong advocacy for women's advancement and some not. Some said that they have supportive leaders that actively promote gender equality and create opportunities for their career growth and some bosses invest in their professional development, providing training and resources to enhance their skills while some women said otherwise that their bosses are not approachable and less supportive. 50% of the women agreed that they have supportive bosses that offer flexibility to accommodate women's work-life balance and that these bosses recognize the importance of personal well-being. Some women experience strong backing from their bosses in terms of recognition for achievements and consideration for promotions. Despite the positive instances, 50% of the women said that gender bias still affects the level of support they receive from their bosses.

Some women encounter challenges related to stereotypes or preconceived notions about their capabilities and in some cases, women perceive a lack of advocacy from their bosses, and this hindering their professional growth as stated. A lack of visible support from leadership can impact the overall workplace culture. These women said that they don't have equal access to opportunities for skill development, high-profile projects, or promotions stating that unequal distribution of opportunities contribute to disparities in career trajectories. In some cases, women perceive a lack of advocacy from their bosses, hindering their professional growth.

A lack of visible support from leadership can impact the overall workplace culture.

50% of the women said they get excellent support from their colleagues and bosses. 20% stated average support from boss and colleagues while 30% get less support from colleagues and bosses.

Traditional Gender Roles

Traditional gender roles pose a significant challenge for working women in Nigeria, impacting their professional aspirations, work-life balance, and overall well-being. In many Nigerian societies, Traditional gender roles often perpetuate stereotypes about the roles and capabilities of men and women. These stereotypes can influence how women are perceived in the workplace, affecting their chances of being considered for leadership positions and challenging assignments. Traditional gender roles have historically assigned specific responsibilities to men and women. While these roles are evolving, there are existing expectations about women primarily taking care of domestic responsibilities. Also religious Influences play a significant role in shaping attitudes towards women in the workplace. Some religious practices support or challenge women's participation in certain professions.

Working women in Nigeria, like in many parts of the world, face a range of challenges related to

balancing their family and professional lives. These challenges are influenced by cultural, societal, and economic factors. And balancing career responsibilities with family obligations according to most women is challenging, especially for women with care-giving responsibilities. The expectation to conform to traditional gender roles mainly affect women's ability to prioritize personal and professional pursuits.

This expectation keeps limiting the women's access to professional opportunities, making it challenging for them to advance in their chosen fields. Nigerian culture places a strong emphasis on the family unit, and women are traditionally expected to be the primary caregivers and homemakers. This cultural expectation also led to societal pressure on women to prioritize family obligations over their professional ambitions and this has made working women in Nigeria to often juggle multiple roles, including being primary caregivers, homemakers, and professionals. This unequal distribution of responsibilities results in an overwhelming workload for women, hindering their ability to focus on their careers and personal development. Traditional gender roles play the most vital role to discriminatory practices in the workplace. Some employers hold biased views about the capabilities of women, affecting hiring, promotions, and equal pay. This discrimination further reinforces gender disparities in the professional sphere. Even in some regions of Nigeria, traditional gender roles interfere with girls' choice of study as well as limiting their' access to education. When women are not given equal educational opportunities, it becomes challenging for them to pursue and excel in professional careers.

Women face barriers to education and limited access to employment opportunities and this affects their ability to pursue careers and achieve financial independence. Additionally, some workplaces lack policies that support work-life balance, such as flexible working hours, parental leave, or childcare facilities. This can make it challenging for women to manage their professional and family responsibilities and access to affordable and reliable childcare services are limited, making it difficult for working mothers to balance their professional commitments with childcare responsibilities.

Work-life balance

Most of the women, especially if they have children, talked about having difficulties in balancing work and care responsibilities.

> *It is a very difficult tasks to handle, trying to balance family and work professionally-especially when children are involved, (Int8) Marketer*

> *Yes is very tasking to manage family and work, (Int5) Front Desk Officer*

> *Balancing family, personal life and work is a huge task and especially for someone like me without a helper,(Int1) HRM*

While for some it was less challenging as they received help from the other family members.

> *Yes initially at the beginning of my career but now everything is balanced with the help of my family, (Int3) Product Manager*

> *Not really challenging for me because I have house help who takes care of my children and house chores, (Int2)Sales Representative*

The society's perceptions about women taking the responsibility of household chores and care were shown as the main reason for the continuation of the traditional gender roles and women not getting support at home.

> *Society does not give working women full support they need towards their personal life. The demand is really pressuring as you are expected to work, earn to contribute to the family and most times handle the traditional roles alone,(Int7) Finance and*

Administrative Officer

Though things are really towards traditional gender role expectations but it depends which part of Nigeria, because in some parts there are still strict measures about gender roles where you expected to handle all the house chores notwithstanding your professional life(Int10)Store Manager

Some men are now embracing modern lifestyle by participating in house chores by not fully regarding society expectations,(Int9) Brand Manager

Traditional gender role, family expectations, and societal expectations serving as determining factors towards girls' choice of career

Family and society expectations interfere with girls' choice of career. Most of the women, despite being happy to work in their current jobs, have talked about what they wanted to be and how they were unable to reach their career choices as they could not find support from their families. These jobs were mostly considered as men's jobs including mechanical engineering, civil engineering or football.

Actually I wanted to study mechanical engineer but my mother never supported me, she suggested that I should focus more on how to get my own family and settle down,(Int7) Finance and Administration Officer

Becoming a civil engineer was my thing. I got admission and we were only 2 females in the department, after the first semester I wasn't really getting enough support and help so I couldn't cope and I assumed that civil engineering was meant for guys so I dropped out,(Int) Brand Manager

> *My goal in life was to become a footballer because as a child I was a good footballer but my father never saw anything good in me becoming a woman. As he said would never achieve any meaningful thing through it and that moreover football is good for male and he discouraged me until that dream died and today I am a Marketer,(Int8)*

Some others were not supported as some occupations were not considered as not reputable and would affect their prospects of marriage.

> *My desire was to become a lawyer but it didn't come through because my family was not in support of me. They reason like lawyers don't have good reputation and as a married it would make it difficult for me getting married,,(Int6)Marketer*

> *I wanted to become an actress but my parents and siblings didn't give me the needed support, they suggested I choose a job that will give me a corporate lifestyle and time to train my children when I get married, (Int10) Store Manager*

For interviewee 1, who was a HR manager, the trends were changing and women were entering in male-dominated fields despite challenges and stereotypes, and they needed the family support.

> *Encourage women to go into Male-Dominated Fields, although women working in traditionally male-dominated fields face challenges or stereotypes, however, attitudes are changing, and more women are likely entering various professions and continuous support should be given both from family and society,(Int1) HRM*

Working women getting less/maximum support from their spouses considering the traits of traditional gender roles in Nigeria

According to the respondents the level of support working women in Nigeria receive from their partners regarding domestic responsibilities can vary widely based on factors such as cultural norms, individual beliefs, socioeconomic status, and education. Nigeria is a diverse country with various ethnic groups, each with its own cultural practices and expectations regarding gender roles.

The information stated that in many traditional settings in Nigeria, there has been a historical expectation for women to take on a significant portion of domestic responsibilities. However, as societal attitudes evolve and more women pursue education and careers, there is a growing awareness of the need for equitable sharing of domestic duties between partners. Nevertheless, many modern Nigerian families are now recognizing the importance of both partners contributing to both the professional and domestic spheres.

The respondents still stated that there are some factors that determine the level of support working women receive from their partners towards domestic responsibilities, below are the considerable factors;

Educational Attainment:

Women with higher levels of education are more likely to have partners who support them in their careers and share domestic responsibilities.

Cultural and Regional Variations

Cultural expectations regarding gender roles differ significantly across Nigeria. Some communities hold more traditional views, while others are more progressive.

Employment Status of Partners

The employment status of a woman's partner influences the level of support she receives. Partners who

are also working understand more the demands of a career and likely share responsibilities accordingly.

Family Values and Upbringing

Individual values and upbringing play a role in shaping attitudes towards gender roles. Partners who were raised in families that encouraged gender equality more likely share domestic responsibilities.

Communication and Mutual Agreement

Open communication between partners is crucial. Couples who discuss and agree upon how to share domestic responsibilities mostly have a balanced and supportive approach.

With all these being said, It's important to note that while progress is being made towards traditional gender responsibilities many women still face challenges, and not all working women in Nigeria experience equal support in domestic responsibilities therefore efforts to promote gender equality, both at the societal and individual levels, are essential for creating an environment where women can thrive in both their professional and personal lives.

And addressing these challenges requires a combination of supportive policies at the organizational level, changes in societal attitudes, and efforts to break down gender stereotypes. Encouraging gender equality, promoting work-life balance, and providing opportunities for professional development are essential steps toward creating a more inclusive and supportive environment for working women in Nigeria.

> *I don't really get enough support,(Int1) HRM*

> *Yes sometimes he helps,(Int2) Sales Rep*

> *Yes I get significant support from my partner,(Int3) Product Manager*

Not really, the help I get is more like nothing,(Int5) Front Desk Officer

Yes my partner helps whenever he could,(Int7) Finance and Adm Officer

Suggestions from the respondents about the societal expectations on Nigerian working women that will help in providing solution that will help minimize these challenges

To help minimize the challenges faced by Nigerian working women on societal expectations, the following suggestions are to be considered:

1.   Educational Campaigns:

Implement educational campaigns to raise awareness about the importance of gender equality and challenge traditional stereotypes. This can be done through schools, community events, and media. It was noted there is a growing recognition of the importance of education for women, and many families now support the idea of women pursuing higher education and professional careers though in some places especially in rural places women are still not getting education as the male.

2.   Promote Positive Role Models:

Highlight successful women in various fields as positive role models. Sharing their stories can inspire other women and challenge societal expectations about gender roles.

3.   Advocate for Equal Opportunities:

Encourage and support policies that promote equal opportunities for men and women in education and the workforce. This includes advocating for gender-neutral hiring practices and promotions.

4.   Parental and Family Support:

Promote the idea of shared responsibilities in families. Encourage fathers to take an active role in childcare and household chores, creating a more supportive environment for women pursuing careers.

5.   Flexible Work Arrangements:

Advocate for and implement flexible work arrangements, such as part-time work, remote work options, and flexible hours. This can help women balance work and family responsibilities.

6.   Leadership Training for Women:

Provide training programs and mentorship opportunities specifically designed to empower women in leadership roles. This can help bridge the gender gap in managerial and executive positions.

7.   Community Engagement:

Engage with community leaders, religious institutions, and local influencers to promote gender equality. Community support is crucial in challenging and changing societal expectations.

8.   Supportive Workplace Policies:

Encourage workplaces to adopt policies that support work-life balance, maternity leave, and breastfeeding facilities. This helps create an inclusive and supportive work environment for women.

9.   Legal Advocacy:

Advocate for and enforce laws that protect women's rights in the workplace. Ensure that legal frameworks are robust and that there are mechanisms for reporting and addressing gender-based discrimination.

10.   Networking Opportunities:

Facilitate networking opportunities for women in various industries. Building professional

connections can provide support, mentorship, and opportunities for career growth.

11.   Financial Literacy Programs:

Provide financial literacy programs to empower women economically. This can include training on budgeting, savings, and investment, giving women greater financial independence.

12.   Promote STEM Education for Girls:

Encourage girls to pursue education and careers in science, technology, engineering, and mathematics (STEM) fields. Addressing the gender gap in these areas can contribute to broader societal changes. Collaboration and ongoing efforts are essential to challenge and reshape societal expectations, fostering an environment where Nigerian working women can thrive."

> *These suggestions are interconnected, and a holistic approach involving multiple stakeholders—government, communities, employers, and individuals—is necessary for meaningful change(Int2).   Sales Rep*

Even with all existing policies the women still show big concerns about poor implementations

> *We have laws and policies in Nigeria but the enforcement is the biggest challenge especially in private sector,(Int7)*

> *Not really strong , I mean the enforcement and practices because if it does my case would have been treated with urgency,(Int3*

> *There are a lot of policies in place to protect working women so Government should be serious with the implementation,(Int6)*

Conclusions

The journey of working women in Nigeria in the context of modern employment is shaped by resilience, determination, and enduring challenges. As we conclude this research thesis, it becomes clear that, while significant progress has been made in promoting gender equality and women's labor force participation, there remain multifaceted challenges that require urgent attention from policymakers, employers, and society at large. This study's analysis has put light on numerous crucial areas of the issues encountered by working women in Nigeria. From gender-based discrimination in many facets of the workplace to the persisting gender pay gap, it is obvious that systemic inequities exist and impede women's professional advancement. Furthermore, the demands of modern employment, which include extended work hours, technology expectations, and the developing gig economy, collide with conventional gender norms, making it increasingly difficult for women to achieve a healthy work-life balance.

Despite these disadvantages, Nigerian women are strong and resourceful. They handle these complexities with tenacity, and they frequently achieve great accomplishment. However, it is critical to understand that their triumphs are frequently accomplished in spite of, rather than because of the current circumstances. There is a wealth of untapped potential in the female workforce that, when fully realized, has the potential to greatly contribute to Nigeria's economic and social progress.

This thesis also looked at the role of policies and efforts in Nigeria aimed at empowering working women. While progress has been made in this area, the effectiveness of these initiatives remains varied. This highlights the importance of a comprehensive approach that addresses not just the legal and structural factors, but also the deeply embedded cultural and societal norms that perpetuate gender inequities.

In conclusion, it is evident that Nigeria stands at a critical juncture. The nation's progress in the 21st

century is intricately linked to its ability to harness the talents, skills, and potential of its working women. To this end, the following key conclusions can be drawn:

1.   **Gender Equality is Required:** Achieving gender equality in the workplace is not only an issue of fairness, but also a strategic requirement for Nigeria's economic growth and development.

2.   **Comprehensive Policy Reforms:** Policymakers must concentrate on developing and executing comprehensive policy reforms that address the underlying causes of gender disparity, such as discriminatory behaviors and unequal pay.

3.   **Cultural Shift and Education:** It is critical to address deeply rooted cultural norms and expectations about gender roles. Education and awareness campaigns are critical for influencing societal attitudes.

4.   **Work-Life Balance Support:** Employers should take an active part in encouraging work-life balance for women, such as flexible work arrangements, cheap childcare, and parental leave policies.

5.   **Empowerment and Leadership:** Women's empowerment programs should go beyond entry-level positions to equip women with avenues to leadership and board positions.

6.   **Data and Research:** Ongoing research and data gathering on the experiences of Nigerian working women are critical for informing evidence-based policies and tactics.

Bibliography

Ademujinwa, T.N. & Dahansi, A.A. (2021).Work family conflict among female staff of higher institutions in Nigeria.

Adeniyi, E. O. (2019). Gender disparities in the Nigerian labor market: A review of recent trends and policies. *Nigerian Journal of Economic Studies,* 5(2), 45-63.

Adesina, O., & Abiola, O. (2019). "Balancing Work and Family Life: Experiences of Women in Formal Employment in Lagos, Nigeria." Gender & Behaviour, 17(2), 12412-12431.

Adeyemi, A. A., & Adeyinka, Y. A. (2020). Women in the gig economy: A case study of ride-sharing drivers in Lagos, Nigeria. *Gender & Society*, 34(3), 405-425.

Afolayan, A., & Adebayo, R. (2017). "The Impact of Technological Changes on the Work-Life Balance of Women in Nigeria." Journal of Women and Technology, 16(3), 182-196.

Agapiou, A. (2002). Perceptions of gender roles and attitudes toward work among male and female operatives in the Scottish construction industry. Construction Management & Economics, 20(8), 697-705.

Allen, T.D., Herst, D.E.L., Bruck, C., & Sulton, M. (2000). Consequences associated with work-to-family conflict. A review and agenda for future research.

Andal, N. (2002). Women and Indian society: Options and constraints. New Delhi: Rawat Publications.

Arnove, R. F., Torres, C. A., & Franz, S. (Eds.). (2012). Comparative education: The dialectic of the global and the local. Rowman & Littlefield Publishers.

Beck, L., & Keddie, N. R. (Eds.). (1980). Women in the Muslim world (Vol. 13). Cambridge: Harvard University Press.

Bem, S.L. (1981). Gender schema theory. A cognitive account of sex typing. Psychological Review, 88,354-364.

Bem, S.L. (1993). The lenses of gender. Transforming the debate on sexual inequality. Yale University Press.

Borooah, V. K., & Iyer, S. (2005). Vidya, Veda, and Varna: The influence of religion and caste on education in rural India. The Journal of Development Studies, 41(8), 1369-1404.

Budhwar, P. S., Saini, D. S., & Bhatnagar, J. (2005). Women in Management in the New economic Environment: The case of India. Asia Pacific Business Review, 11(2), 179-193.

Chakraborty, S. (2013). Empowering the Tribal Women through Education: Issue of Social Justice with Reference of West Bengal. Afro Asian Journal of Anthropology and Social Policy, 4(1), 24-28.

Chandra, S. K. (1993). Women's development: problems and prospects.

Chukwuma, I. (2017). "Challenges of Women in the Informal Sector of the Nigerian Economy." International Journal of Gender and Women's Studies, 5(3), 155-166.

Chukwuma, I. K., & Nnoli, N. A. (2018). Modern employment practices and their impact on work-life balance among women in Nigeria. *International Journal of Women's Studies*, 6(1), 34-50.

Colquitt, J. A., Conlon, D. E., Wesson, M. J., Porter, C. O., & Ng, K. Y. (2001). Justice at the millennium: a meta-analytic review of 25 years of organizational justice research. Journal of applied psychology, 86(3), 425.

Dube, L. (2001). Anthropological explorations in gender: Intersecting fields. New Delhi: SagePublications Pvt. Limited.

Eme, O. (2016). "Intersection of Culture and Career: Challenges Faced by Women in Modern Nigerian Employment." Africa Today, 63(4), 78-96.

Eze, E. (2018). "Gender and Employment in Nigeria: A Review of Socio-Economic Challenges." African Journal of Gender and Development, 5(2), 110-124.

Igbinosun, O. O. (2017). The gender pay gap in Nigeria: Factors and implications. Gender & Development, 25(2), 241-260.

Nwagwu, N. (2018). "Government Policies and Women's Employment in Nigeria: A Critical Analysis." Journal of Gender, Work & Organization, 25(5), 563-578.

Adams, R. B. (2016). Women on boards: The superheroes of tomorrow? The Leadership Quarterly, 27(3), 371-386. http://dx.doi.org/10.1016/j.leaqua.2015.11.001.

Adesoji, A. O. (2011). Between Maitatsine and Boko Haram: Islamic fundamentalism and the response of the Nigerian state. Africa Today Magazine, 57(4), 99-119. https://doi.org/10.2979/africatoday.57.4.99

Adichie, C. N. (2014). We should all be feminists. New York, NY: Anchor. Adichie, C. N. (2018). Dear Ijeawele, or a feminist manifesto in fifteen suggestions. New York, NY: Anchor.

Agbalajobi, D. T. (2010). Women participation and the political process in Nigeria. Problems and prospects. Journal of Political and International Relations, 4(2), 75-82. Retrieved from

http://www.academicjournals.org/ajpsir.

Ahikire, J. (2015). African feminism in context: Reflections on the legitimation battles, victories and reversals. Feminist Africa: Pan Africanism and Feminism. 19, 7-23 111.

Akanji, B. (2012). Realities of work life balance in Nigeria: Perceptions of role conflict and coping beliefs. Business, Management and Education, 10(2), 248-263. https://doi.org/10.3846/bme.2012.18

Akanji, B., Mordi, C., & Ajonbadi, H. A. (2020). The experiences of work-life balance, stress and coping lifestyle of female professionals: Insight from a developing country context. Employee Relations, 42(4), 999-1015. https://doi.org/10.1108/ER-01-2019-0089

Akanji, B., Mordi, C., & Ojo, S. (2015). Reviewing gaps in work-life research and prospecting conceptual advancement. Economic Insights - Trends and Challenges, IV(LXVII), 21-30. Retrieved from http://repository.elizadeuniversity.edu.ng/jspui/handle/20.500.12398/341.

Alade, O., George, O., & Yussuff, K. (2015). Nexus between patriarchy and the glass ceiling: The Nigerian women's experience. Nigerian Journal of Management Studies, 14(1), 97-109. Albert, I. O. (2005). Explaining 'godfatherism' in Nigerian Politics. African Social Review, 9(2), 79-105. Retrieved from http://www.jstor.org/stable/afrisocirevi.

Ali, M. A., & Buratai, H. A. (2020). Women and Gender equality: Justice or civilization? Journal of Liberty and International Affairs, 5(3), 55-68. Retrieved from https://search.proquest.com/scholarly-journals/women-gender-equality-justice-civilization/docview/2439614165/se-2?accountid=35812.

All Africa (2012), "Nigeria: women's representation on banks' board still dismal". Retrieved from www.allafrica.com/stories/201208190231.html. 112

Alqahtani, T. H. (2020). Work-life balance of women employees. Granite Journal: a Postgraduate Interdisciplinary Journal, 4(1), 37-42. Retrieved from https://www.researchgate.net.

Anyanwu, C. (2016). Boko Haram and the Nigerian political system: Hegemony or fundamentalism? Communication Research and Practice, 3(3), 282-298. https://doi.org/10.1080/22041451.2016.1212303

April, K., Dreyer, S., & Blass, E. (2007). Gender impediments to the South African executive boardroom. South African Journal of Labour Relations, 31(2), 55-67. Retrieved from https://hdl.handle.net/10520/EJC59609.

Arminio, J. L., Carter, S., Jones, S. E., Kruger, K., Lucas, N., Washington, J., & Scott, A. (2000). Leadership experiences of students of color. NASPA Journal, 37(3), 496- 510. https://doi.org/10.2202/1949-6605.1112

Asiyanbola, A. R. (2005). Patriarchy, male dominance, the role and women empowerment in Nigeria. In Poster XXV International Population Conference Tours, France.

Awino, Z. B. (2013). Top management team diversity, quality decisions and organizational performance in the service industry. Journal of Management and Strategy, 4(1), 113-123. http://dx.doi.org/10.5430/jms.v4n1p113

Ayadi, O. F., Ojo, A. T., Ayadi, M. F., & Adetula, D. T. (2015). Gender diversity in the governance of the Nigerian securities market. Corporate Governance, 15(5), 734- 746. https://doi.org/10.1108/CG-01-2015-0007

Baker, C. (2014). Stereotyping and women's role in leadership positions. Industrial and Commercial Training, 46, 327-332. https://doi.org/10.1108/ICT-04-2014-0020

Ogbogu, C. O. (2009). An analysis of female research productivity in Nigerian universities. Journal of Higher Educational Policy and Management, 31,17-22.

Ogunbanjo, G. (2018). "The Gender Pay Gap in the Nigerian Labor Market: Causes, Consequences, and Solutions." Nigerian Journal of Gender and Development, 5(1), 32-47.

Okafor, R. (2016). "Barriers to Career Advancement for Women in Nigerian Organizations: A Study of Selected Firms in Lagos State." Journal of Gender Studies, 25(2), 176-188.

Okeke, C. I., & Onuoha, B. O. (2021). Challenges of women's career advancement in Nigeria: A qualitative analysis of organizational factors. Journal of Gender and Work, 7(4), 283-301.

Okewoke, (1997). Women's access to and control of housing accommodation in urban centers of the south west zone in Nigeria. An assessment in proceedings of a national symposium on the house in Nigeria. Ile-Ife information and technology communication unit, O.A.U., Ile-Ife,

93-96.

Okonkwo, C. E., & Amadi, R. (2019). The impact of gender-based discrimination on women's job satisfaction in Nigerian organizations. Journal of Women and Work, 12(3), 187-204.

Okonkwo, E.A. (2013). Attitude towards gender equality in the south eastern Nigerian culture. Impact of gender and level of education. Ile-Ife Center for Psychological Studies, 11, 5570-5585.

Osayi, U. C., & Isioma, A. N. (2018). Work-life balance strategies and the role of employer policies: A case study of working mothers in Nigeria. Gender, Work & Organization, 25(4), 431-450.

Pole, L.T. (2003). Emotional intelligence, job satisfaction and collective bargaining, a relational study. Journal of Management Psychology, 22(2),121-130.

Toyin, A., Adisa, C., Ruth, S. & Vanessa, B. Social dominance hypermas. Retrieved On 14th, March 2022 from https;//doi.org/10.11.11//gwa.o.12537

Usman, H., & Iwu, C. N. (2020). Technology and its implications for women in the Nigerian labor market: A study of female entrepreneurs in the digital economy. Information, Technology & People, 33(1), 236-253.

World Bank. (2019). Nigeria - Jobs and economic transformation (Vol. 2): Gender and jobs in Nigeria (No. 141201). World Bank Group.

Yusuf, Y. O., & Abdulazeez, R. A. (2017). Women's participation in Nigeria's informal sector: A study of market traders in Ibadan. Journal of Development Studies, 53(2), 178-196.