

# Innovations

## Women factors in the workplace and organizational performance in selected state universities in South-South, Nigeria

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### Abstract

*Women factors in the workplace such as gender equality, women's safety and empowerment issues are discussed and debated all around the globe. Still, every year, the number of reports on sexual harassment and gender inequality are increasing at an alarming rate. Thus, this study aimed at women factors in the workplace and organizational performance in selected state universities in South-South, Nigeria. In other to ascertain the relationship between the variables, four research questions were raised and four null hypotheses were formulated. The design used for this study was a descriptive survey with a sample size 330. The major instrument used for this study was the questionnaire. The collected data were analyzed using simple percentages and mean and the hypothesis were tested using multiple regression in Microsoft Excel 2018. The findings of this study revealed there is a significant statistical positive effect of gender equality on organizational performance. It also revealed that there is a significant statistical positive effect of women empowerment on organizational performance and there is a significant statistical positive effect of women safety on organizational performance. Conclusively, gender equality, women empowerment and women safety end all forms of discrimination against women which lead to cohesion of employees and expand economic growth, promote social development and establish more stable and just workplace. It was therefore recommended among others that employers should make policies that will ensure that women receive equal pay with their male counterpart in a particular office or position and empower women political, economically and digitally.*

**Keywords:** 1. Gender, 2. Equality, 3. Gender Equality, 4. Empowerment, 5. Safety, 6. Self-Efficacy

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### 1.1 Introduction

There are issues about women in the workforce/workplace; their qualifications and their salaries, how women feel, how they fare in the workplace day-to-day and the challenges they face. Gender pay gap is a key issue in the workplace, with women this discrepancy is their major concern; that is why women all over the world are raising their voice for women factors such as: gender equality, women empowerment, women safety and self-efficacy in the workplace.

The most basic description of equality in the workplace is lack of discrimination. Equality is the fair treatment of people regardless of any protected characteristics, such as race, gender, disability, religion, nationality, sexual orientation, or age (Shettar & Sheshgiri, 2015; Babalola, 2014; Bayeh, 2016). Promoting gender equality is integral to advancing national interests and reflects national values of fairness and substantive equality (Babalola, 2014). It is important to note that an equal workplace is not just one without discrimination; true workplace equality means that all employees -both male and female have access to equal opportunities. Employers must work to ensure that both male and female employees have an equal chance to excel, develop their skills and progress in their careers (Caprioli, 2015; Bayeh, 2016).

Gender equality is an important right and a powerful driver for growth, development and stability (Varghese, 2016; Nguyen, Safi and Catherine, 2017). Furthermore Gender Equality is essential for economic prosperity as the societies that value women and men as equal are safer and healthier (Hill and King, 2011; Cumbers and Teignier-Baque, 2012). Working towards equality means making sure you have an inclusive and safe work environment, provide equal opportunities, equal pay and above all – accept and celebrate both male and female employees for their differences. This should be a constant priority not just for workplace leaders, but everyone in the workplace ( Hill and E King, 2011).

In Nigeria, more women have made it to the top of Nigerian companies as CEOs and chairpersons of boards. However, there are persistent gender gaps at the company leadership level, in the workforce, and in supply chains, which impacts women's ability to participate equally as men (Uduigwomen, 2014).

Women empowerment in this context can be ways in which organizations provide their women with a certain degree of autonomy and control in their day-to-day activities (Duflo, 2012; Kabeer, 2015). Women's empowerment has five components: women's sense of self-worth; their right to have and to determine choices; their right to have access to opportunities and resources; their right to have power to control their own lives, both within and outside the work place (Bayeh, 2016; Balamoune-Lutz & McGillivray, 2014; Dagunduro and Adebimpe, 2020); and their ability to influence the direction of social change to create a more just social and economic order, nationally and internationally (Manjusha, 2010). Education, training, awareness raising, building self-confidence, expansion of choices, increased access to and control over resources, and actions to transform the structures and institutions that reinforce and perpetuate gender discrimination and inequality are important tools for empowering women and girls to claim their rights (Mosedale, 2015; Chakravarty and Kumar, 2013). Women empowerment can be accomplished along political, economic, social and cultural lines.

The safety of women has become one of the most important concerns. The African woman can be described as the most threatened species because of the way she is treated and looked upon in her own world (Barrett, 2018). Nigeria women are battered by various safety issues ranging from domestic violence and abuse, kidnapping, battering, sexual harassment, gender discrimination, rape, health, environmental, workplace and cultural issues; family, marital and home issues. Added to this is the Boko Haram terrorism in the Northern part of Nigeria and kidnapping in the Southern part. Night between 14th – 15th April 2014, 276 Chibok girls were kidnapped and on the same day, there was bombing which claimed the lives of many women and children (Barrett, 2018).

Sexual harassment, violence and discrimination can blight women's lives and hold them back from playing a full part in the workplace, society and the economy. Base on the aforementioned, the study examined women factors in the work place and organizational performance in selected state universities in South-South, Nigeria.

## 1.2 Statement of the Problem

Despite progress in gender equality, women empowerment, safety and self-efficacy, female around the world do not fully experience equal rights and their potential as economic, social and sustainable development as change-agents remained untapped. In the power and decision-making, women receive unequal pay for equal work and they continue to be targets of physical and sexual abuse. Furthermore, women-owned enterprises are economically disadvantaged and lack equal opportunity to compete for business opportunities. Women also face legal and other barriers that affect their opportunities at work place which in turn affect work place performance. The above menace create gap in literature which the study aims to address.

Nigerian women are facing a lot of challenges that pose threat to their security. At the state and local government levels, women seem not to appear in the power equation whereas men dominate the judiciary and legislatures at the local, state and national level. The above challenges have really made it difficult for women to air their views and opinions on issues affecting their safety, security and welfare in the society. As if the above is not enough, women and teenage girls still undergo violence and

abuse leading to the death of many and leaving many with unnoticeable infections that usually lead to infertility and other related health issues later in life. Base on the above menace, this study determined women factors in the work place and organizational performance in selected state universities in South-South, Nigeria.

### 1.3 Objectives of the Study

The thrust of the study determined women factors in the workplace and organizational performance in selected state universities in South-South, Nigeria. Specific objectives were to:

- examine the effects of gender equality at workplace on organizational performance.
- ascertain if women empowerment at workplace can influence organizational performance.
- determine the effects of women safety at workplace on organizational performance.
- determine the relationship between women self-efficacy and organizational performance.

### 1.4 Research Questions

In order to achieve the objective of this study, the following research questions were raised.

- What are the effects of gender equality at workplace on organizational performance?
- Does women empowerment at workplace can influence organizational performance?
- What are the effects of women safety at workplace on organizational performance?
- What are the relationship between women self-efficacy and organizational performance?

### 1.5 Hypotheses of the Study

In order to enable the researcher to ascertain the relationship between the variables involved in this study, the following null hypotheses will be formulated.

**Ho<sub>1</sub>:** There is no significant statistical effect of gender equality on organizational performance.

**Ho<sub>2</sub>:** There is no significant statistical effect of women empowerment on organizational performance.

**Ho<sub>3</sub>:** There is no significant statistical effect of women safety on organizational performance.

**Ho<sub>4</sub>:** There is no significant statistical relationship between women self-efficacy and organizational performance.

## 2.0 Review of related literature

### 2.1 Conceptual Review

#### Women Factors in the Workplace

Women want to see representation across all levels of the company. For women, a good employer exhibits no gender wage gap, that is, there is no difference in the average compensation for women and men within the organization. According to Pereira (2019), gender pay gap stands at approximately 20 percent today. And the gap isn't driven by differences in education or experience, but rather differences in occupation and industry. The most importance matter is that organizations should not only pay women fairly, but they also need to give women equal opportunities. Another factor is the promotion of healthy living through benefits such as paid family leave and health insurance plans, and intolerance for sexual harassment and discrimination in the workplace that hurts women's satisfaction. Base on the aforementioned, the study examined gender equality, women empowerment, women safety and women self-efficacy as women factors in the workplace.

### 2.2 Gender Equality

Equality is defined as the condition of being equal, or the same in quality, measure, esteem or value. When men and women are both viewed as being just as smart and capable as each other, this is an example of equality of the sexes. Gender equity puts the focus on fairness and justice regarding benefits and needs for women and men, girls and boys. Equity is used for example within the education, health and humanitarian sectors referring to the equal distribution of resources based on the needs of different groups of people (Weldon & Htun, 2013). According to Christina (2020), gender equality comprises of **equal pay**: Pay rates should not be determined based on a person's gender, equal treatment, equal representation on leadership teams, corporate

boards; equal access to training and career-building opportunities and company benefits should reflect the needs of all employees, as well as their families.

### 2.2.1 Workplace Gender Equality

The aim of gender equality in the workplace is to achieve broadly equal opportunities and outcomes for women and men, not necessarily outcomes that are exactly the same for all. Workplace gender equality will be achieved when people are able to access and enjoy equal rewards, resources and opportunities regardless of gender.

Achieving gender equality is important for workplaces not only because it is 'fair' and 'the right thing to do,' but because it is also linked to a country's overall economic performance. Workplace gender equality is associated with: improved national productivity and economic growth; increased organisational performance; enhanced ability of companies to attract talent and retain employees and enhanced organisational reputation (U.S. Bureau of Labor Statistics, 2021).

Some of the ways to create gender equality at workplace (Balioune-Lutz & McGillivray, 2019) include make a longer shortlist when recruiting, remove the gender pay gap, use skills-based assessments, have women mentor men and Elimination of discrimination on the basis of gender, particularly in relation to family and caring responsibilities

### 2.2.2 Effects of Gender Equality on Organizational Performance

Below are some of the effects of gender equality at workplace

Businesses and nonprofits that actively support gender equality tend to make better business decisions and ultimately make more money. When women are given access to opportunities for career growth, they can make a huge impact on their company. Businesses that show a commitment to gender diversity tend to attract and retain better talent. According to McKinsey & Company, more companies have identified gender diversity as a top priority. However, that isn't always reflected in the companies' culture and policies and it affects employee job satisfaction and how long both men and women want to stay with the company.

Additional effects include (Christina, 2020):

- End all forms of discrimination against all women and girls everywhere.
- Eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation.
- Eliminate all harmful practices, such as child, early and forced marriage and female genital mutilation.
- Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life.
- Undertake reforms to give women equal rights to economic resources, as well as access to ownership and control over land and other forms of property, financial services, inheritance and natural resources, in accordance with national laws.
- Enhance the use of enabling technology, in particular information and communications technology, to promote the empowerment of women.

## 2.3 Women Empowerment

Empowerment is the degree of autonomy and self-determination in people and in communities. This enables them to represent their interests in a responsible and self-determined way, acting on their own authority. It is the process of becoming stronger and more confident, especially in controlling one's life. Empowerment refers both to the process of self-empowerment and to professional support of people, which enables them to overcome their sense of powerlessness and lack of influence, and to recognize and use their resources (Holmberg, Christopher, Korp, Jonsson, Fröberg, Chaplin & Berg, 2018; Eromafuru, 2010).

Some of the ways to empower women are: Economic empowerment, Political empowerment, Digital skills enhance political empowerment and Cultural Empowerment (Erbaugh, 2012; World Bank, 2014).

### 2.3.1 Effects of Women Empowerment on Organizational Performance

Empowering women to achieve their full potential is one of the most powerful ways to fight poverty. Investing in opportunities for women could have tremendous economic and social impact. Enhancing women's farming, business, and leadership skills makes them more productive and engaged workers, suppliers, and customers for local businesses as well as

international companies (Christina, 2020). Empowering women economically helps to empower women within their families, their communities, and beyond. When women gain economic empowerment, the effects spread across families and communities. Research indicates that women invest more of their income on family needs such as food, medical care, and schooling, improving opportunities for the next generation. Women in leadership positions such as entrepreneurs, farmer trainers, or cooperative leaders, also help to break down harmful gender-based norms and stereotypes in their communities, while serving as important role models for girls and other women (Robin et al., 2020).

## 2.4 Women Safety at Workplace

Safety is the state of being safe; freedom from the occurrence or risk of injury, danger, or loss; the quality of averting or not causing injury, danger or loss; a contrivance or device to prevent injury or avert danger. A safe and healthy workplace not only protects workers from injury and illness, it can also lower injury/illness costs, reduce absenteeism and turnover, increase productivity and quality, and raise employee morale. In other words, safety is good for business (Jeroen, Hanna & Gerard, 2010; Kunnuji, 2014).

### 2.4.1 Ways to Ensure Women's Safety at Workplace

Domestic violence can be physical or psychological, and it can affect anyone of any age, gender, race or sexual orientation. Alongside the physical and emotional toll, there is a significant economic impact. Loss of income, absenteeism and a fall in productivity financially impacts individuals and their families as well as society at large. Yet despite these human and societal costs, domestic violence often goes unreported due to fear and stigma. Workplace culture should be created where people know they can access support safely and securely, so that employees can seek help without stigma and where staff has access to basic training to know how to respond appropriately if they feel a colleague is potentially at risk. Some of the ways to ensure women's safety at workplace include: sexual harassment policy, create awareness among the employees, encourage women to express and role of an Human Resource Manager.

### 2.4.1 Effects of Women Safety on Organizational Performance

Women represent over 40% of the global workforce. Despite this, occupational health and safety continues to focus on the safety of men in the workplace, but much of the discussion around occupational health and safety issues has revolved around dangerous jobs in male-dominated sectors (Barrett, 2018; Robin et al., 2020).

Increased concern for gender equality in the workplace has led to gender-neutral approaches to health and safety, but this is not itself a perfect solution since it means directing fewer resources to identifying and preventing risks that only or disproportionately affect women. This, unfortunately, has some tangible consequences. For example, a 2008 study published in the *American Journal of Epidemiology* examined workers in a heavy manufacturing environment and found that injury rates were actually higher among females, who accounted for 7.5 percent of the total aluminum smelter employees but 10 percent of the total injuries sustained. A workplace is only truly safe when it's safe for everyone who works in it (Barrett, 2018; Robin et al., 2020).

Workplace safety has become one of the main priorities for organizations across the world. Safety of women workers refers to the **provision of a safe working environment**, safe equipment, policies, and procedures in order to ensure women workers' health and safety. Organizations have a moral obligation to ensure safe working conditions for women; unsafe workplaces can also have serious legal and financial consequences for employers (Robin et al., 2020).

Getting work safety right for women can deliver many benefits to people and to organisations. This includes: improved health and wellbeing, greater productivity, higher performance, increased job satisfaction, greater work participation and increased social inclusion, increased individual, team and organisational resilience, lower absenteeism rates, less workplace injury and workers' compensation claims, faster return to work, lower workers' compensation premiums to mention a few (Barrett, 2018).

## 2.5 Self-Efficacy

Women self-efficacy is a belief in their capacity to act in the ways necessary to reach specific goals. Self-efficacy affects every area of human endeavor. By determining the beliefs a woman holds regarding their power to affect situations, self-efficacy strongly influences both the power a woman actually has to face challenges competently and the choices a person is most likely to

make. These effects are particularly apparent, and compelling, with regard to investment behaviors such as in health, education, and agriculture (Krishnan & Krutikova, 2013).

Women with strong sense of self-efficacy promote human accomplishment and personal well-being. A woman with high self-efficacy views challenges as things that are supposed to be mastered rather than threats to avoid. These women are able to recover from failure faster and are more likely to attribute failure to a lack of effort. They approach threatening situations with the belief that they can control them.

### 2.5.1 Women Self-Efficacy and Its Relationship with Organizational Performance

More and more employers are realizing the strengths women bring to the office. One of the biggest advantages companies are realizing is that women tend to foster a more inclusive workplace. Women don't run businesses as a "one-man show". They tend to get along with others, communicate more effectively, and work collaboratively for the benefit of the company. Because of women's unique role in the home environment, women also tend to have better work-life balance. Women favor flexible work schedules, work-share programs, and work-from-home opportunities. When women are leading an organization, they share these values in the workplace (Singh, Pradhan, Panigrahy & Jena, 2019).

At workplace, women are belief to have the following characteristics (Singh et al., 2019):

**Women spark creativity:** Women tend to enjoy a wider range of activities than men. They are more apt to explore their creative side. This carries over into the workplace. Women are better equipped to come up with creative solutions to problems at work. Additionally, women add diversity to the workplace which also sparks creativity. A diverse workplace brings together different points of view. Differing viewpoints are necessary to solve problems

**Women are better at problem solving:** Women tend to be more perceptive. They pick up on different forms of communication including visual, verbal, and emotional cues. Women tend to be more intuitive and sensitive. Because women are able to pick up on non-verbal communication more readily than men, they are better at addressing workplace concerns or problems. Women have better listening skills and often serve as mediators in conflict resolution

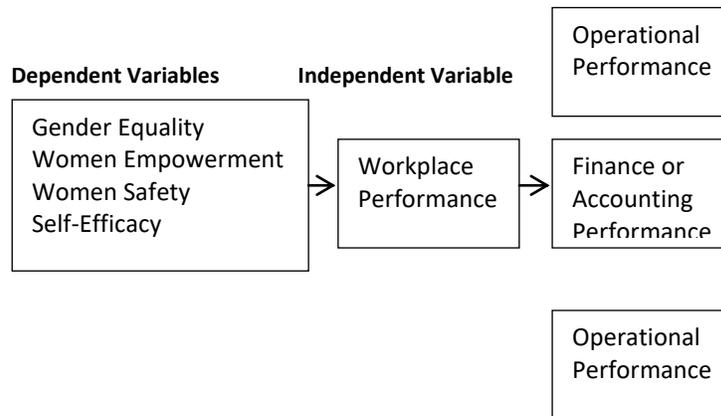
**Women create a feeling of togetherness:** Women are better at team building than men. They work well in groups for the benefit of the company. Women have a better way of making teammates feel like their role is important and the contribution is valued. This creates a sense of purpose for employees and increases comradely. Team building increases office morale. One study found that happy employees are 20% more productive than unhappy employees (Hackett & Ebetz, 2022). Younger generations are favoring companies that are purpose driven, offer flexible schedules, and foster a team environment. Women promulgate these effects due to their innate nature. Companies that hire more women in management roles are perceived as having higher status. Those companies are viewed as more reputable over companies that do not hire women in leadership roles. Even with the advantages women bring to the workplace, we have a long way to go to equality (O'Neill & Mone, 2018).

## 2.6 Workplace/Organizational Performance

A workplace is a location where someone works for their employer or themselves, a place of employment. Such a place can range from a home office to a large office building or factory. For industrialized societies, the workplace is one of the most important social spaces other than the home, constituting "a central concept for several entities: the worker and their family, the employing organization, the customers of the organization, and the society as a whole" (O'Neill & Mone, 2018). Among others, some of the factors of workplace performance are motivation, gender inequality, empowerment and women safety. Standard of work produced is a key indicator of performance.

However, placing a focus on employee performance doesn't just benefit the business. It helps employees to reach their full potential, while also improving overall performance – which can have positive effects on morale and quality of work produced. Lastly, but most importantly, when employees are under-performing, customers may be dissatisfied. As a result, the entire business may be affected by poor performance and struggle to reach goals.

## 2.7 Conceptual Framework



## 2.8 Review of Empirical Studies

Rolle (2021) examined the influence of women empowerment and selected socio-demographic factors on maternal and childcare use in Nigeria. The study is cross-sectional and utilized data for 8,006 women drawn from the 2013 National Demographic and Health Survey. Descriptive and predictive analyses were undertaken to assess the prevalence of ANC, place of delivery and complete child immunization. The odds for utilizing the three indicators were estimated using multivariate binary logistic regression. The data revealed that 59% of the women made up to four ANC visits, 53% had their deliveries in health facilities and 26% undertook complete child immunization.

Acha (2010) examined the variables used as measures of women empowerment. Information were derived from secondary data drawn mainly from 2003 Nigeria Demographic and Health survey (NDHS), and compared with those from selected developing countries including 2003 Ghana Demographic and Health Survey (GDHS), 2004 Malawi Demographic and Health Survey (MDHS), 2004 Bangladesh Demographic and Health Survey (BDHS), and the 2005 Egypt Demographic and Health Survey (EDHB). The results of the analyses showed that the status of women in Nigeria in relation to those of women in the selected countries had not improved substantially in the areas of education and participation in family decision-making among others. Indeed, they were below the linear target path and there was virtually no realistic hope for rural areas in any of the countries to meet the goal.

## 2.9 Theoretical Framework

### Feminist Approaches to Women Empowerment

Feminism is defined by the movement's goal of creating women's empowerment (Emejulu, 2011). Two methods feminists use to facilitate a sense of women empowerment are consciousness-raising and building relationships with the women participants and their external oppressors (Erbaugh, 2012).

**Raising consciousness:** To create women empowerment, feminists commonly use consciousness raising. When raising consciousness, women not only become knowledgeable about their personal struggles but how it is related to political and economic issues. Raising consciousness allows marginalized individuals to see where they are placed in the larger social structure and pinpoint the root of their oppression. Awareness of their problems will initiate self-mobilization which precisely creates empowerment.

**Building Relationship:** In addition, feminists, specifically feminist organizers, focus on building relationships as a medium for creating women empowerment (Fisher, 2000). Scholars claim that building relationships results in empowerment because the increasing presence of power gaps in society are due to the lack of relationships that are needed to bridge them (Christens, 2010).

### Theory of Empowerment

The theory of empowerment is identified from Brazil in, 1973; Pluto Freire has used humanity theory in the context of empowering education. Pluto Freire has put forward a plan or strategy to liberate the oppressed community through education

empowerment. He believes education plays an important role in empowering the community and thus liberates them from continuing to be oppressed(Shettar&Sheshgiri, 2015).

**3. 1 Methodology**

The design adopted for this study was descriptive survey. The target population comprised all employees in Delta State University Abraka, University of Delta Agbor and Ambrose Alli University which will make up of 1893 Academic staff with a sample size of 330 which was derived from the total population of 1893 using Taro Yamame (1967) Formula. The three (3) universities were chosen through the balloting technique of the simple random sampling techniques. The major instrument used for this study was questionnaire titled “Gender Equality, Women Empowerment, Women Safety, Self-Efficacy in Work Place (GEWEWSSEWP)”. The questionnaire was designed in two sections; A and B. Section A was designed to get personal information of respondents, while section B was carefully designed to draw out information based on the problem of the study. The questionnaire was constructed based on the modified Likert 5-point scale of Strongly Agree (SA), Agree (A), Strongly Disagree (SD), Disagree (D) and Undecided (U). The instruments for the study were validated at CFA level of 0.92. similarly, the Cronbach Alpha value of 0.95 was obtained for study’s reliability. The data that was collected from the administration of the questionnaire was analyzed using descriptive statistic. The research questions were answered using simple percentage and mean. The hypotheses were tested using multiple regressions via Microsoft Excel 2018 tool at a significant level of 0.05. The model of multiple regressions as follow:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 \dots\dots\dots + \beta_nX_n$$

$$OP = \beta_0 + \beta_1GE + \beta_2WE + \beta_3WS, \text{ therefore,}$$

Where; OP is the dependent variable (Organizational Performance),

GE, WE, WS and SE= independent variables (Gender Equality, Women Empowerment, Women Safety & Women Self-Efficacy)

$\beta_0$ = the value of OP when all the independent variables are equal to zero.

$\beta_1\beta_2\beta_3$ = the estimated regression coefficients. Each regression coefficient represents the change in OP relative to a one-unit change in the respective independent variables

Cronbach’s Alpha	Cronbach’s Alpha based On Standardized Items	No of Items
0.92	0.951	30

4. **Results and discussion**

4.1 **Answering of Research Questions**

**Research Question 1: What are the effects of gender equality at workplace on organizational performance?**

**Table 4.2.1: Percentage (%) Responses of Respondents to item 1-5 of the Questionnaire**

S/N	Statement/Items	SA	A	SD	D	U	%	DECISION
<b>Effect of Gender Equality on Organizational Performance (GE)</b>								
1.	It ends all forms of discrimination against women which lead to cohesion of employees and expand economic growth, promote social development and establish more stable and just workplace.	162 (54%)	93 (31%)	15 (5%)	21 (7%)	9 (3%)	100	Agreed
2.	It helps organizations/teams to make better business decisions which is essential for workplace economic prosperity	99 (33%)	120 (40%)	45 (15%)	15 (5%)	21 (7%)	100	Agreed
3.	Organizations who appreciate gender equality have higher profits and longer-team value as well	180 (60%)	42 (14%)	48 (16%)	30 (10%)	0 (0%)	100	Agreed
4.	Companies that appreciate gender equality tend to attract and retain better talent.	102 (34%)	108 (36%)	33 (11%)	57 (19%)	0 (0%)	100	Agreed
5.	It eliminate all forms of violence against women, including trafficking, sexual and other types of exploitation to improve women’s concentration at workplace which in-turn improve productivity.	165 (55%)	123 (41%)	0 (0%)	0 (0%)	12 (4%)	100	Agreed

Based on the response order and the higher percentages of responses of the respondents (Table 4.2.1), it can be concluded that the effects of gender equality on organizational performance includes: it ends all forms of discrimination against women which lead to cohesion of employees and expand economic growth, promote social development and establish more stable and just workplace; it helps organizations/teams to make better business decisions which is essential for workplace economic prosperity; it leads to higher profits and longer-team value as well; companies that appreciate gender equality tend to attract and retain better talent and it eliminate all forms of violence against women, including trafficking, sexual and other types of exploitation to improve women’s concentration at workplace which in-turn improve productivity.

**Research Question 2: Does women empowerment at workplace can influence organizational performance?**

**Table 4.2.2: Percentage (%) Responses of Respondents to item 6-10 of the Questionnaire**

S/N	Statement/Items	SA	A	SD	D	U	%	DECISION
<b>Effects of Women Empowerment on Organizational Performance (WE)</b>								
1.	Empowering women economically helps to fight poverty and helpwomen fulfill their potential as individuals and as contributors to work, communities and economies.	210 (70%)	78 (26%)	6 (2%)	6 (2%)	0 (0%)	100	Agreed
2.	Investing and creating opportunities for women could have tremendous economic and social impact.	87 (29%)	153 (51%)	9 (3%)	21 (7%)	30 (10%)	100	Agreed
3.	Enhancing women’s farming, business and leadership skills makes them more productive at workplace.	96 (32%)	144 (48%)	18 (6%)	39 (13%)	3 (1%)	100	Agreed
4.	Women employees have voice in process improvement in at workplace	72 (24%)	78 (26%)	72 (24%)	54 (18%)	24 (8%)	100	Agreed
5.	Women in leadership positions such as entrepreneurs, farmer trainers, or cooperative leaders, help to break down harmful gender-based norms and stereotypes in their communities, while serving as important role models for girls and other women.	102 (34%)	138 (46%)	12 (4%)	30 (10%)	18 (6%)	100	Agreed

From Table 4.2.2, the response order and the higher percentages of responses of the respondents, it can be concluded that the influence or effects of women empowerment on organizational performance includes: it helps to fight poverty and helpwomen fulfill their potential as individuals and as contributors to work, communities and economies; it leads to tremendous economic and social impact; it makes women more productive at workplace; it gives women employees have voice in process improvement in at workplace and it helps to break down harmful gender-based norms and stereotypes in their communities, while serving as important role models for girls and other women.

**Research Question 3: What are the effects of women safety at workplace on organizational performance?**

**Table 4.2.3: Percentage (%) Responses of Respondents to item 11-15 of the Questionnaire**

S/N	Statement/Items	SA	A	SD	D	U	%	DECISION
<b>Effects of Women Safety on Organizational Performance (WS)</b>								
1.	Safer working environment for women results in less occupational health’s cost and improved wellbeing, less downtime, less retraining time, which in-turn increase workplace performance.	96 (32%)	114 (38%)	6 (2%)	60 (20%)	24 (8%)	100	Agreed
2.	Getting work safety right for women lead to higher performance and greater productivity.	87 (29%)	93 (31%)	48 (16%)	42 (14%)	30 (10%)	100	Agreed
3.	Safer working environment for women increase job satisfaction, greater work	162 (54%)	108 (36%)	9 (3%)	15 (5%)	6 (2%)	100	Agreed

	participation increase social inclusion.							
4.	Women safety in workplace increased individual, team and organizational resilience, lower absenteeism rates at workplace.	111 (37%)	129 (43%)	12 (4%)	42 (14%)	6 (2%)	100	Agreed
5.	Women safety in workplace less workplace injury, less worker's compensation claims and faster return to work workplace.	108 (36%)	72 (24%)	30 (10%)	75 (25%)	15 (5%)	100	Agreed

From Table 4.2.3, the response order and the higher percentages of responses of the respondents, it can be concluded that the effects of women safety on organizational performance includes: it results in less occupational health's cost and improved wellbeing, less downtime, less retraining time, which in-turn increase workplace performance; it leads to higher performance and greater productivity; it increases job satisfaction, greater work participation increase social inclusion; it increases individual, team and organizational resilience, lower absenteeism rates at workplace and it reduce workplace injury, less worker's compensation claims and faster return to work workplace.

**Research Questions 4: What is the relationship between Women Self-Efficacy and organizational performance?**

**Table 4.2.4: Percentage (%) Responses of Respondents to item 16-20 of the Questionnaire**

S/N	Statement/Items	SA	A	SD	D	U	%	DECISION
<b>Relationship between Women Self-Efficacy and Organizational Performance (SE)</b>								
1.	Women with strong sense of self-efficacy promote workplace accomplishment and personal well-being.	132 (44%)	138 (46%)	15 (5%)	15 (5%)	0 (0%)	100	Agreed
2.	a woman with high self-efficacy views challenges as things that are supposed to be mastered rather than threats to avoid and able to recover from failure faster and are more likely to attribute failure to a lack of effort	111 (37%)	129 (43%)	12 (4%)	42 (14%)	6 (2%)	100	Agreed
3.	They approach threatening situations with the belief that they can control them	210 (70%)	78 (26%)	6 (2%)	6 (2%)	0 (0%)	100	Agreed
4.	Women tend to get along with others, communicate more effectively, and work collaboratively for the benefit of the organization. And because of women's unique role in the home environment, women also tend to have better work-life balance.	60 (20%)	105 (35%)	45 (15%)	63 (21%)	27 (9%)	100	Agreed
5.	At workplace, women are believed to spark creativity, better at problem solving and women create a feeling of togetherness	162 (54%)	93 (31%)	15 (5%)	21 (7%)	9 (3%)	100	Agreed

From Table 4.2.4, the response order and the higher percentages of responses of the respondents, it can be concluded that women with strong sense of self-efficacy promote workplace accomplishment and personal well-being; a woman with high self-efficacy views challenges as things that are supposed to be mastered rather than threats to avoid and able to recover from failure faster and are more likely to attribute failure to a lack of effort; women approach threatening situations with the belief that they can

control them; women tend to get along with others, communicate more effectively, and work collaboratively for the benefit of the organization. and because of women’s unique role in the home environment, women also tend to have better work-life balance and at workplace, women are believed to spark creativity, better at problem solving and women create a feeling of togetherness.

**4.2 Test of Hypotheses**

Multiple regression analysis was used to test the hypotheses of this study in order to determine women factors in the workplace and organizational performance. The analysis was done using Microsoft Excel 2018 and the output was interpreted accordingly.

The model is:

$$OP = \beta_0 + \beta_1GE + \beta_2WE + \beta_3WS + e_1$$

**Table 4.3.1: The summary output obtained from the analysis in Microsoft Excel 2018 is shown below**

**Summary output**

<i>Regression Statistics</i>	
Multiple R	0.974636
R Square	0.949915
Adjusted R Square	0.949236
Standard Error	0.078081
Observations	300

	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance F</i>
Regression	4	34.11	8.53	1398.74	0.00
Residual	295	1.80	0.01		
Total	299	35.91			

	<i>Coefficients</i>	<i>Standard Error</i>	<i>t Stat</i>	<i>P-value</i>	<i>Lower 95%</i>	<i>Upper 95%</i>	<i>Lower 95.0%</i>	<i>Upper 95.0%</i>
Intercept	1.59	0.07	21.93	0.00	1.45	1.74	1.45	1.74
GE	0.22	0.03	7.90	0.00	0.16	0.27	0.16	0.27
WE	0.09	0.06	1.58	0.12	-0.02	0.21	-0.02	0.21
WS	0.37	0.03	12.20	0.00	0.31	0.43	0.31	0.43
SE	0.14	0.01	-11.31	0.00	-0.14	-0.10	-0.14	-0.10

**Interpretation of the Multiple Regression Summary Output**

The R Square value of 0.95 shows that there is high correlation between gender equality (GE), Women Empowerment (WE), Women Safety (WS), Self-Efficacy (SE) and organizational performance is high. This implies that 95% of the variation in the response variable (Organizational Performance-OP) can be explained by explanatory variables (GE-Gender Equality, WE-Women Empowerment, WS-Women Safety and Self-Efficacy).

The value of Significance F (0.00) from Table 4.3.1 indicates that the three explanatory variables (GE, WE, WS and SE) combined have a statistically significant association with the response variable (OP).

The individual p-value indicates whether or not each of the explanatory variables is statistically significant. From Table 4.3.1, it can be seen that:

1. The p-value of Gender Equality of (0.00) as shown in the above summary output (Table 4.3.1) indicates that there is a significant relationship between gender equality and organizational performance since the p-value (0.00) is lesser than 0.05. Therefore, the null hypothesis which states that there is no significant statistical effect of gender equality on organizational performance is rejected. This implies that there is a significant statistical effect of gender equality on organizational performance.
2. The p-value of Women Empowerment of (0.12) as shown in the summary output above (Table 4.3.1), indicates that there is a significant relationship between women empowerment and organizational performance since the p-value (0.12) is lesser than 0.05. Therefore, the null hypothesis which states that there is no significant statistical effect of women empowerment on organizational performance is rejected. This implies that there is a significant statistical effect of women empowerment on organizational performance.
3. The p-value of Women Safety (0.00) as shown in the summary output (Table 4.3.1), indicates that there is a significant relationship between women safety and organizational performance since the p-value (0.00) is lesser than 0.05. Therefore, the null hypothesis which states that there is no significant statistical effect of women safety on organizational performance is rejected. This implies that there is a significant statistical effect of women safety on organizational performance.
4. The p-value of Self-Efficacy (0.00) as shown in the summary output (Table 4.3.1), indicates that there is a significant relationship between women Self-Efficacy at workplace and organizational performance since the p-value (0.00) is lesser than 0.05. Therefore, the null hypothesis which states that there is no significant statistical relationship between women self-efficacy and organizational performance is rejected. This implies that there is a significant statistical relationship between women self-efficacy and organizational performance.

The Coefficients for each of the explanatory variable indicated the average expected change in the response variable, assuming other explanatory variable remains constant. That is for:

1. Gender Equality, for every additional effort of improving gender equality, organizational performance is expected to increase by 0.22 (Table 4.3.1), assuming women empowerment and women safety remain constant.
2. Women Empowerment, for every additional effort of improving women empowerment, organizational performance is expected to decrease by 0.09 assuming gender equality and women safety remain constant.
3. Women Safety, for every additional effort of improving women safety, organizational performance is expected to increase by 0.37 assuming women empowerment and gender equality remain constant.
4. Women Self-Efficacy, for every additional effort of improving women safety, organizational performance is expected to increase by 0.14 assuming women empowerment and gender equality remain constant.

The coefficient for the intercept (Table 4.3.1) means that the expected organizational performance when gender equality, women empowerment and women safety are not improved (at 0 states) is 1.59

The estimated regression equation for the model based on the analysis in Table 4.3.1, can be written as:

$$OP = \beta_0 + \beta_1 GE + \beta_2 WE + \beta_3 WS + \beta_4 SE, \text{ therefore,}$$

$$OP = 1.59 + 0.22GE + 0.09WE + 0.37WS + 0.14SE$$

#### 4.4 Discussion of Findings

The findings from the test of hypothesis 1 (Table 4.3.1) and of research question 1 (Table 4.2.1) revealed that there is a significant statistical positive effect of gender equality on organizational performance. And that the effects of gender equality on organizational performance includes: it ends all forms of discrimination against women which lead to cohesion of employees and expand economic growth, promote social development and establish more stable and just workplace; it helps organizations/teams to make better business decisions which is essential for workplace economic prosperity; it leads to higher profits and longer-team value as well; companies that appreciate gender equality tend to attract and retain better talent and it eliminate all forms of violence against women, including trafficking, sexual and other types of exploitation to improve women's concentration at

workplace which in-turn improve productivity. This finding is in agreement with the findings of Balamoune-Lutz and McGillivray (2019) and Christiana (2020) who ascertained that guaranteeing the rights of women and giving them opportunities to reach their full potential is critical not only for attaining gender equality, but also for meeting a wide range of international developmental goals. Also, this finding is in agreement with the findings of Christina (2020) who said that research shows that inclusive teams (women and men) make better business decisions up to 87% of the time, and that teams with less diversity are more likely to make poor choices for their companies.

The findings of the study also revealed from the test of hypothesis 2 (Table 4.3.2) and research question 2 (Table 4.2.2) that, there is a significant statistical positive effect of women empowerment on organizational performance. And that the effects of women empowerment on organizational performance includes: it helps to fight poverty and help women fulfill their potential as individuals and as contributors to work, communities and economies; it leads to tremendous economic and social impact; it makes women more productive at workplace; it gives women employees have voice in process improvement in at workplace and it helps to break down harmful gender-based norms and stereotypes in their communities, while serving as important role models for girls and other women. This finding concord the findings of Holmberg et al. (2018) who revealed that women empowerment enables them to represent their interests in a responsible and self-determined way, acting on their own authority. It is the process of becoming stronger and more confident, especially in controlling one's life and claiming one's rights. The finding is also in agreement with the findings of Lopez (2013) who revealed that economic empowerment allows women to control and benefit from resources, assets, and income. It also aids the ability to manage risk and improve women's well-being. More also, this finding is in agreement with the findings of Kabeer (2015) and Robin et al. (2020) who said that empowering women economically helps to empower women within their families, their communities, and beyond. When women gain economic empowerment, the effects spread across families and communities. They further stressed that women in leadership positions such as entrepreneurs, farmer trainers, or cooperative leaders, also help to break down harmful gender-based norms and stereotypes in their communities, while serving as important role models for girls and other women.

The findings of from the test of hypothesis 3 (Table 4.3.3) and research question 3 (Table 4.2.3) revealed that, there is a significant statistical positive effect of women safety on organizational performance. And that the effects of women safety on organizational performance includes: it results in less occupational health's cost and improved wellbeing, less downtime, less retraining time, which in-turn increase workplace performance; it leads to higher performance and greater productivity; it increases job satisfaction, greater work participation increase social inclusion; it increases individual, team and organizational resilience, lower absenteeism rates at workplace and it reduce workplace injury, less worker's compensation claims and faster return to work workplace. This finding is in line with the findings of Jeroen et al. (2010) and Kunnuji (2014) who revealed that a safe and healthy workplace not only protects women employees from injury and illness, it can also lower injury/illness costs, reduce absenteeism and turnover, increase productivity and quality, and raise employee morale. In other words, safety is good for business. The finding agree with the findings of World Youth Report (2016), it was documented that women are unique individuals with rights and responsibilities similar to men, but specific circumstances have distinguished the lives of women from the men. Insecurity and fear of violence or harassment has been variously argued to limit the mobility of women and girls the world over and Nigerian women in particular. More also, this finding is also in line with the findings of Robin et al. (2020) who ascertained that safer working environments benefit from fewer accidents, which results in fewer occupational health costs, better employee retention and satisfaction, less employee downtime, and less retraining time.

The findings of from the test of hypothesis 4 (Table 4.3.4) and research question 4 (Table 4.2.4) revealed that, there is a significant statistical relationship between women self-efficacy and organizational performance. And that women with strong sense of self-efficacy promote workplace accomplishment and personal well-being; a woman with high self-efficacy views challenges as things that are supposed to be mastered rather than threats to avoid and able to recover from failure faster and are more likely to attribute failure to a lack of effort; women approach threatening situations with the belief that they can control them; women tend to get along with others, communicate more effectively, and work collaboratively for the benefit of the organization. and because of women's unique role in the home environment, women also tend to have better work-life balance and at workplace, women are believed to spark creativity, better at problem solving and women create a feeling of togetherness. This finding is in line with the findings of Krishnan & Krutikova (2013) who ascertained that women holds regarding their power to affect situations, self-efficacy strongly influences both the power a women actually has to face challenges competently and the choices a person is most likely to make. Also, the findings is in agreement with Wuepper & Lybbert (2017) who said that a woman with high

self-efficacy views challenges as things that are supposed to be mastered rather than threats to avoid. The findings is also concord the finding of Singh et al., (2019) who revealed that women are belief to spark creativity, better at problem solving and create a feeling of togetherness.

### 5.1 Conclusion

Base on the findings of this study, the researcher therefore conclude that there is a significant statistical positive effect of gender equality on organizational performance. There is a significant statistical positive effect of women empowerment on organizational performance and there is a significant statistical positive effect of women safety on organizational performance. Gender equality ends all forms of discrimination against women which lead to cohesion of employees and expand economic growth, promote social development and establish more stable and just workplace Empowerment on fight poverty and helpwomen fulfill their potential as individuals and as contributors to work, communities and economies and it leads to tremendous economic and social impact/ Women safety less occupational health's cost and improved wellbeing, less downtime, less retraining time, which in-turn increase workplace performance. Women with strong sense of self-efficacy promote workplace accomplishment and personal well-being; a woman with high self-efficacy views challenges as things that are supposed to be mastered rather than threats to avoid and able to recover from failure. Generally, women are believed tospark creativity, better at problem solving and create a feeling of togetherness.

### 5.2 Contribution to theory and research value

1. The study has developed a model that relate gender equality, women empowerment, women safety and women self - efficacy to organisational performance in the Nigerian universities.
2. The study has established that unfair work practices against women will erode their self-confidence, leading to sub-optimal performance
3. The study has established that workplace practices that accord women right to gender equality, empowerment, safety, and fair compensation practices will tremendously enhance their performance in the universities in Nigeria
4. The study has advanced complimentary theories of the feminist, social and occupational roles to explain linkage of women factor constructs of the gender equality, work safety, empowerment, fair compensation and women self - efficacy to contextual measures of organizational performance
5. The study has extended theories on gender equality, empowerment, work safety, fair compensation and self -efficacy to occupational needs for fair work practices of the women in the south-south universities

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