

GENDER EQUALITY AS A PANACEA FOR JOB SATISFACTION (STAFFS OF EPE LOCAL GOVERNMENT EDUCATION AUTHORITY, LAGOS STATE)

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ABSTRACT

The relationship between workers job satisfaction and gender has been examined frequently. However, the results of many of the studies have been contradictory. Some studies have shown females to be more satisfied than men whereas other studies have shown men to be more satisfied than female. However, most of the researches in this area report no significant differences between the sexes in relation to job satisfaction. This study analyses gender differences in the key drivers of job satisfaction among a sample of Epe local government education authority in Lagos. Data was collected from sixty-nine (69) staff of Epe LGEA in Lagos. Using constructs from literature and items from tested scales a questionnaire was developed for the study. Of the 69 questionnaires administered only 60 were returned in useable conditions. The respondents were made up of, 50% female (30), and 50% male (30). The results indicate that there are no differences in the drivers of workers satisfaction between genders.

Keywords: Gender, Job satisfaction, Gender equality

1. INTRODUCTION

There is a saying, “gender is a fluid concept that shifts over time and place” (Mavin and Grandy, 2012). With the changes of social and economic forces, the number of female members is increasing in the labor market (Omar and Davidson, 2001). It shows that gender and management are attractive and large topic among the public. Regardless of the expansion of women in the workplace, there is still a problem that women are underrepresented at the top of organizations (Alvesson and Billing, 2009). In addition, the structure of gender also has an impact on organizational decisions about selecting higher level managers. Women face greater challenges compared to men. Meanwhile, there are more barriers that prevent them from entering high positions in organizations. For example, Brindley (2005) points out that the attitudes toward risk are different between females and males. Men are more likely to make risky judgments than women. Therefore, to understand the interaction between gender and management, as well as the factors that affect gender equality in non-profit organizations will be the main issues of this study.

In this study, gender equality is viewed as one of connections between gender and management. The significance of gender equality is extremely evident in the labor markets, not only to individuals and organizations but also to the society. For instance, people will feel respected when they are equally treated by organizations. Hence, their job satisfaction will be increased, which encourages them to work hard, achieve effectiveness as well as make a performance in the workplace (Drew, 2002; Atewologun and Singh, 2010). As for organizations, gender equality can increase productivity by making full use of the characteristics of both genders. As a result, organization will obtain substantial profits from it (Mählck and Thaver, 2010). Last but not least, to some extent, the situation of women in the workplace also reflects the economics. To put it simply, women in poor countries frequently tolerate unequal treatments, whereas the situation of women in rich countries is different because they are given opportunities to obtain jobs or positions by comparing to low-income countries (Pine et al., 2010).

The importance of gender equality cannot be neglected when we discuss gender and management. However, achieving gender equality within a whole society is not easy, both organizations and other external pressures play significant roles in promoting it (Williams et al., 2010). For any organization to be successful the satisfaction of their employees must be continuously ensured. Job satisfaction has to do with an individual's reaction to the job experience. It is how content an individual is with his or her job. Several variables are considered to be vital to job satisfaction because they all influence the way a person feels about their job. Such variables include: pay, promotion, benefits, supervisor, co-

workers, work conditions, communication, safety, productivity, and the work itself. Each of them figures differently in an individual's job satisfaction. Workers satisfaction is a crucial aspect of an organization's prosperity and goal attainment. It constitutes an important issue for management and workers in any organizational setting.

Gender is one of the universal dimensions on which status differences are based. It is a social construct specifying the socially, culturally prescribed roles that males and female are to follow. It involves those social, cultural and physiological aspects linked to males and females through particular social contexts. In the last couple of decades there has been increased interest in exploring factors influencing workers satisfaction with a specific focus on gender differences. For instance Clark (1997) in testing the idea that men and female in identical situations should be equally satisfied found that the average for females was lower in stature and income than for males, even though females reported higher levels of satisfaction. Medaiyese (2002) found that workers satisfaction declines with increasing levels of education and argues that higher levels of education tend to increase workers goal and income expectations. Adenekan (2005) reports from a study in Kenya that males and females working in gender-balanced groups have higher levels of satisfaction than those working in homogeneous groups. Fields & Blum (1997) affirms that workers who work in groups comprised of mostly males tend to show the lowest levels of workers satisfaction. Pook, Füstös, and Marian (2003) examined the effect of gender bias on satisfaction in a survey in Eastern Europe and reports that females are less likely to receive help from their managers toward advancement and that they are less satisfied than men with the work they perform as a result of being assigned less-challenging tasks, non-commensurate with their backgrounds.

However, Oloko (2001) reports that overall females have higher satisfaction than men and have even higher satisfaction in workplaces dominated by females. Oloko adds that males and females value flexibility differently, and once this difference is controlled for, gender composition in the workplace plays no role in determining satisfaction of female. This study examines differences in drivers of workers satisfaction due to gender for journalists in the print media in Nigeria. Previous studies in this area have looked at differences in workers satisfaction due to gender in various settings, and the results have differed. This study examines differentials in drivers of workers satisfaction arising from gender using the print media in Nigeria as a unit of analysis. Specifically, the study examines independent variables that have been correlated with workers job satisfaction and also the extent to which these drivers differ between male and female print media journalists in Nigeria being a male oriented profession where females find it harder to get into and remain than males.

Objectives of the study

- To examine difference between gender equality and job satisfaction in Epe Local Government Education Authority, Lagos State.
- Evaluate the significant difference between male and female staff job satisfaction

Hypotheses of the study

- Is there any significant difference between gender equality and job satisfaction?
- Is there any significant difference between male and female staff job satisfaction in Epe Local Government Education Authority, Lagos State?

2. LITERATURE REVIEW

Gender

Females have always had a lower status than males, though the extent of the gap between them varies across cultures, and time. Gender affects and often determines the roles that females play in social institutions, society and their occupations are no exception. Moser (2010) affirms that gender is the difference between males and females within the same household and within and between socially and culturally construed changes over time. These differences are often in responsibilities, access to resources, contracts, opportunities, needs, perception and views. The issue of gender goes beyond possession of the subjective sense of male or female behaviours that are considered normal and appropriate for sex differentials. As ascribed by the society, gender roles lead to assumptions about how people will behave and once these assumptions are widely accepted, they begin to function as stereotypes. Females are in general conditioned by societal and cultural pressures to adopt certain ideal behavioural patterns constant with the society's expectations of how they must behave. It is believed in the Nigerian cultural set up that males are the ones who should have the dominant and aggressive qualities while the females must exhibit passive and dependent qualities. This belief

has so permeated the society that any female that exhibits the set roles for males is regarded as a deviant and ill-brought up person. In present day Nigeria the situation and the society is rapidly changing. One of the most remarkable changes in the emancipation of female has to do with their emergence from the seclusion of their homes into business activities outside their homes.

Across all societies known to mankind, work has always occupied prime place in people's lives. However, the roles of female and males are usually defined in different cultures. Be it traditional societies or the so called developed societies, females have been seen as care-givers, mothers and wives with the primary function of child rearing and taking care of the 'domestic' affairs. On the other hand, males are saddled with resounding functions of political, economic and military activities that require valour. Giddens (2006) observes that there has never been any known society where females were more powerful than males. In the Nigerian context, the males have always taken the lead, although that is not to say that females have not made their mark in some circles; either in pre-colonial or post-colonial times. In traditional societies, the males hunted for games, while the females gathered fruits and coordinated other domestic affairs at the home front, including reproductive functions. The advent of modern capitalism, which moved production activities to the factory and pushed man away from the farm to paid employment, further reinforced the male's dominant position in both economic and power relations. This dominant position is usually referred to as patriarchy. Men's revered position of dominance over the years has been challenged owing to widespread agitations for equality of gender by feminist movement's clamoring for change in status quo. The idea of the female's place being in the kitchen is changing gradually and occupations like nursing, which was regarded as the female's domain has been witnessing the influx of the male folk. Though globally, the ratio of male to female in the labour force is getting increasing, Soetan (2002) in an analysis of various sectors in Nigeria shows that men are more in the labour force with virtually all sectors dominated by men. Again, females are concentrated in agricultural, wholesale, and retail trade sectors, where they are mostly in the categories of self-employed (36.4%) and unpaid family workers (46.2%). The high representation of female workers in limited echelons of the public sector, but their virtual absence in the middle and low-level occupations in the private wage sector is in keeping with gender-based occupational segregation trends.

The United Nations Development Programme (UNDP) in its 2005 Human Development Report observes that female's labour force participation rose by just 4 percent in 20 years (from 36 percent in 1980 to 40 percent in 2000). The UNDP report adds that in 55 countries with comparable data, the average female wage is three quarters ($\frac{3}{4}$) of the male wage in the non-agricultural sector. In developing countries, females still constitute less than one-seventh of administrators and managers. Females occupy only 10 percent of parliamentary seats and only 6 percent of cabinet positions. Females in the labour force have been increasing in numbers over the past few decades with more and more moving into paid work. Females have also made considerable relative increases compared to men in school and university enrolment, graduate and professional education and in entering management and professional occupations. Females making inroads into the labor force is as a result of myriad of factors such as the changes in their domestic roles, monumental decline in the rate of child birth and increase in the age at which modern females give birth to children. Also the feminist agitation for gender equality and female empowerment has helped to create awareness that has motivated females to take up jobs in industrial organizations, which were stereotyped as men's. Financial pressure is another push factor that gingered females into paid work. As a result of the high rate of unemployment of males, females are directly or indirectly forced to work to cater of the family. Also in a situation where the man's income cannot support the family life style the need for double pay becomes a way out. Another driving factor for females into the labor force or paid work is the need for personal fulfilment. In addition, formal education has helped to reduce the gap between the male and female in the workplace. Females with requisite qualifications are now found in top management positions and boards of companies either in the private sector or in the public sector though their number is still relatively few compared with the males.

The consequence of these is that the status of females has improved. Females nowadays aspire for positions of authority in the workplace. They now have a voice in the workplace, even in jobs perceived to be the man's work. It is however important to note here that the female's responsibility for house work and child care affects the types of jobs many they prefer, since flexibility (in terms of hours and relatively easy entry exist/re-entry) enable them to combine work and family responsibilities more easily. Females tend to gravitate towards occupations where either because of their preferences and characteristics and/or because employers prefer to employ female in these occupations. Economic theories explain that it could be that occupations become "female" because of sex stereotyping. New-classical economic/human capital theory holds that preferences of female and employers are responsible for the concentration of female in flexible occupations. While family responsibilities can be expected to increase female

preferences for flexibility occupations, the stereotyping of certain work can also be expected to affect the type of occupations opened to them.

Gender differences in the workplace typically stem from social factors, which influence the behaviors of men and female. Some organizations welcome gender diversity and encourage the inclusion of both sexes when making company decisions and offering promotional opportunities. Other organizations discourage gender inclusion and promote bias in the workplace. With most companies, gender differences add value and varying perspectives to an organization. Deaux and Enswiller (2003) in their survey of tasks perceived as male appropriate discovered that a good performance by a male is attributed to skill while the same performance by a female was seen to be the result of chance. Also good performance by the male was attributed to general intelligence, as female were constituted to be less intelligent than men and highly dependent on men. Independent of the task, man was rated as more skillful than females.

Job Satisfaction

OSREA (1992) Cited (Cook and Wall 1979) and refers to job satisfaction as the degree to which a person reports satisfaction with the intrinsic features of the job. Job satisfaction is an emotional response to job situation (Tella, Ayeni and Popoola, 2007) Ch'ng Chong, and Nakesweri (2010) refers to job satisfaction as the feeling that a worker has about his job or a general attitude towards work or job and it is influenced by the perception of one's job. Chimanikire, Mutandwa, Gadzirayi, Muzondo and Mutandwa (2007) quoted Smith (1969) perceive job satisfaction as the "extent to which an employee expresses a positive orientation towards a job". According to Berry (1997), job satisfaction is defined as "an individual's reaction to the job experience". The components of job satisfaction include the following: pay, promotion, benefits, supervisor, co-workers, work conditions, communication, safety, productivity, and the work itself. Each of these factors figures into an individual's job satisfaction differently. One might think that pay is considered to be the most important component in job satisfaction, although this has not been found to be true. Employees are more concerned with working in an environment they enjoy. The need for employees' job satisfaction cannot be overemphasized. Job satisfaction in organizations has been receiving increasing attention because it reduces employees turn over, absenteeism, tardiness, and health set-back due to stress. (Chimanikire et al.).

There are general beliefs that attitude and characteristics are influenced by gender Salami (2001) cited (Worell 1978) obsolete reference expressed that the roles of sex are cultural expectations about beliefs, attitudes and behaviors associated with masculinity and femininity. This attitude may have influence on job satisfactions. In some countries, the proportion of men to women employed in different occupations varies directly widely (Salami, 2001). This disparity may be due to gender discrimination and general belief that certain occupations should be tested for a particular sex.

Locke (1976) defines job satisfaction as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences. Job satisfaction is an affective or emotional response toward various facets of one's job and it has been a topic of great interest to researchers and practitioners in a wide range of fields, including organizational psychology, public administration, and human resource management. Job satisfaction is important because of its implications for job -related variables. Results of studies such as Judge et al (2001) Colbert and Heller(2001) Awe (2006) and Majekodunmi (2008) indicate that job satisfaction is positively correlated with motivation, involvement, organizational citizenship behavior, organizational commitment, life satisfaction, mental health, and performance, and negatively related to absenteeism, turnover, and perceived stress. Smith, Kendall, and Hulin (1989) considered five facets of job satisfaction: pay, promotions, co-workers, supervision, and the work itself. Spector (1995) assessed nine facets: pay, promotion, supervision, fringe benefits, contingent rewards, operating conditions, co-workers, nature of work, and communication. Job satisfaction can also be seen within the broader context of the range of issues which affect an individual's experience of work, or their quality of working life. It can be understood in terms of its relationships with other key factors, such as general well-being, stress at work, control at work, home-work interface, and working conditions.

Many theories have been proposed concerning the causes of workers' job satisfaction. Judge et al (2001) classifies them into three categories: situational theories, dispositional approaches, and interactive theories. Situational theories assume that satisfaction results from the nature of one's job or other aspects of the environment; examples are Herzberg's (1967) two-factor theory, the social information processing approach, and the characteristics model. Dispositional approaches suggest that satisfaction is rooted in the personal make-up of the individual. Interactive theories propose that satisfaction results from the interplay of the situation and personality; examples are the Cornell

integrative model and the value percept theory. Although one can assume that these theories are competing or incompatible explanations of satisfaction, Judge et al. (2001) suggests that some may be compatible with each other.

One of the biggest preludes to the study of job satisfaction was the Hawthorne studies. These studies (1924-1933), primarily credited to Elton Mayo of the Harvard Business School, sought to find the effects of various conditions (most notably illumination) on workers' productivity. These studies ultimately showed that novel changes in work conditions temporarily increase productivity (called the Hawthorne Effect). It was later found that this increase resulted, not from the new conditions, but from the knowledge of being observed. These findings provided strong evidence that people work for purposes other than pay, which paved the way for researchers to investigate other factors in job satisfaction. .

Gender Equality as a Panacea for Job Satisfaction

The relationship between workers job satisfaction and gender has been examined frequently. However, the results of many of the studies have been contradictory. Some studies have shown females to be more satisfied than men whereas other studies have shown men to be more satisfied than female. Ogundele (2005) observes however, that most of the researches in this area report no significant differences between the sexes in relation to satisfaction. Kim and Cho (2003) affirm that satisfaction with work is the most influential determinant of the quality of life among government workers in Korea. As regards to what males and females look for in a job, the evidence is also inconsistent. Intrinsic and extrinsic work orientations represent work-related preferences to value specific types of rewards inherent in the work environment. Individuals high in intrinsic orientation value opportunities for satisfaction with the work itself, feelings of self-determination and competence, and personal development, whereas individuals high in extrinsic orientations primarily value financial compensation, promotion, and prestige. Some studies show that females value extrinsic characteristics more than do men, and some show the opposite. Yet others have found no differences between men and female in terms of intrinsic and extrinsic work orientations. According to Mottaz (1986) at lower work levels males focus on intrinsic and extrinsic rewards and have more intrinsic work-related values, whereas females emphasize social rewards and more relationship-oriented work-related values. However, at managerial levels, males and females tend to view their jobs as being equally rewarding and have similar work-related values.

Kim, (2005) examined gender equality in orientation to work, using closely comparable data collected in nine Western European countries. The results show that males place greater value than females on both extrinsic and intrinsic work values and are somewhat more satisfied than females with their jobs. A central paradox in studies of gender and job satisfaction is why female's satisfaction is not lower than men's, given that female's s are often inferior in terms of pay, autonomy, and promotional opportunity. Sousa-Poza and Sosa-Poza (2000) shows that in most countries females are actually less satisfied than men, whereas in the Great Britain and the United States females had much higher satisfaction levels than men among the 21 countries employed for the study. Kim (2005) thus suggests that the gender/-satisfaction paradox is not a worldwide but may be an Anglo-Saxon phenomenon. Khaleque and Rahman (1987) found that there were significant differences between some demographic variables (age, experience, social status) and workers satisfaction in Bangladesh. Older workers and married females were more satisfied with their jobs than other workers were.

3. METHODOLOGY

The study uses a descriptive survey research design. The target population consists of all staffs that are in Epe Local government education authority. There are male as well as female staff at the Epe LGEA. The sample consists of 30 males and 30 females staff. Purposive random sampling technique was used in selecting the respondents putting sex into consideration. The instrument used was self-constructed questionnaire. The questionnaire consists of two sections. Section A dealt with bio data of the respondents, while section B consists of items that focused on gender equality as a panacea for job satisfaction in Epe LGEA for the respondents. The experts validated the instrument and the reliability was tested by Cronbach Alpha reliability test. Cronbach Alpha co-efficeint obtained for the instrument was considered well enough for the instrument to be used. The data collected were analyzed using t – testing at 0.05 level of significant. The below hypotheses were statistically analyzed.

Hypothesis One:

Ho₁: There is no significant difference between gender equality and job satisfaction in Epe Local Government Education Authority, Lagos State.

Table 1: Two sample t-test of gender equality and job satisfaction.

Variable	N	Mean	Standard-Deviation	T-cal	sf	df	T-table	decision
Gender Equality	799	32.852	5.348	11.570	0.05	1027	1.96	HO ₁ . Was Rejected
Job Satisfaction	230	11.852	13.134					

Table 1 above shows a calculated t- value for 11.570, testing at an alpha level of 0.05, and the table value 1.96 Thus, the calculated t-value 11.570 was greater than the table t-value 1.96 Therefore, the hypothesis which states that, there is no significant difference between gender equality and job satisfaction in Epe local government education authority was rejected.

Hypothesis Two

Ho₂: There is no significant difference between male and female staff job satisfaction in Epe Local Government Education Authority, Lagos State.

Table 2: Two sample t-test on gender difference of the job performance level of Staff

Variable	N	Mean	Standard-Deviation	T-cal	SF	Df	T-table	decision
Male Worker		10.752	3.725	1.100	0.05	1027	1.96	HO ₂ Was accepted
Female Worker		11.611	5.018					

Table 2 above shows a calculated t- value for 1.100, testing at an alpha level of 0.05, and the table value 1.96 Thus, the calculated t-value 1.100 was less than the table t-value 1.96 Therefore, the hypothesis which states that, there is no significant difference between male and female staff job satisfaction was accepted.

4. DISCUSSION

The result shows that female staffs have job satisfaction than male staff. Adeyemi (2004) obsolete reference observed that women in educational agencies stick to their jobs much more than their counterparts who generally tend to go for greener pastures. It seems males prefer jobs that will fetch them more income. Consistent with previous studies, quantitative measures showed no statistically significant differences in the job satisfaction of male and female employees in Epe LGEA of Lagos State. However, the qualitative findings revealed differences in the discourses these men and women used to describe their perceptions and attitudes. The male respondents were more likely to use language that evoked professional efficacy, a sense that one could act upon the work environment in various ways. The female respondents more likely to use language that related to production and suggested a less secure position in the workplace. The significant discrepancy between the salaries of men and women in this group accentuated this difference.

5. CONCLUSION AND RECOMMENDATION

5.1 Conclusion

It is important to note the findings of this study are not generalizable, due to its small sample size. In addition, the quantitative measures did not include an item that specifically addressed salary—an oversight that should be corrected in future research. However, the qualitative findings contain insights for researchers. Organizational support emerged as an area that offered the most opportunity for employers to influence the job satisfaction of women and men. As feminist theory teaches, gender functions to create different experiences for male and female employees. Employers who are mindful of this are more likely to create an environment that is supportive of both. As a group, women would clearly benefit from higher salaries. Overall, this study makes an important contribution to the literature, showing that men and women are more similar in the factors that affect their job satisfaction than one might think. This study shows that men and women differ in race, part-time work status, income, and number of children, but are similar in the effects of age, marital status, occupational prestige, job tenure, job autonomy, job security, and social support.

5.2 Recommendations

In order to promote gender equality in employment in our higher institutions and other establishments whether public or private, advocacy by government and non-governmental organizations should include sensitizing the people to understand that both men and women are partners in the developmental process. To achieve this purpose, government should integrate the media in mass enlighten campaigns on the need to promote gender balance in employment opportunity.

Gender balance in education is not only a matter of social justice but also of good economics. Gender disparity in education lowers the potential well-being of the society given that education has direct effects on human development.

The women should avail themselves any slightest opportunity offered by their parents, guardians, husbands and government to explore economic empowerment as it can provide improvement for their family members and the society at large.

The state should endeavor to pass the bill to domesticated CEDAW and work hard to ensure that all forms of discrimination against women and girls are reduced to the barest minimum.

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