Gender Discrimination and Employment Decision in Selected Nigerian Banks

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Abstract

Discrimination has been observed to be a cankerworm that had eaten deep into the fabric of most workplaces particularly in the developing countries like Nigeria and this has resulted in the inefficient hiring and promotion practices. Based on this, this study investigated the impact of gender discrimination on the employment decision in the selected Nigerian Banks, with a focus on First Bank Ltd., Guarantee Trust Bank, United Bank for Africa, and Wema Bank Plc. located at the Federal University of Technology, Akure (FUTA). The research adopted a structured questionnaire as the data collection's instrument. It applied descriptive statistics consisting simple percentages and tables and used inferential statistics for linear regression analysis. The results of the study established a significant impact of: (i) socio-cultural norms on the employment decision;(ii) sexual harassment on the employment decision. The study concluded that there was significant impact of gender discrimination on the employment decisions in the selected Nigerian banks. The study therefore, recommends the adoption of a strategy and implementation of a policy capable of narrowing the gender pay gap in the banking industry and as well, intensifies openness at work through publication of information on the living wage's vows and sex-disaggregated rewards.

Keywords: Employee's Commitment; Employment Decision; Gender Discrimination; Gender Disparity; Job Satisfaction.

1. Introduction

Human resource management encompasses staffing, training, development, and motivation of workers (DeCenzo & Robins, 1998). These are key aspects that assist employees in having a sense of belonging to the workplace especially at this time that women's participation in the workforce grows on a daily basis around the world (Udeorah & Vincent, 2020). However, in accordance to the consensus of writers provided in various studies, women are reported to have faced discrimination at every level of management in the workplace. For instance, it is observed that there is gender discrimination and a glass ceiling in organizations (Eboh, 2021). Therefore, it is consequently critical for enterprises to comprehend gender prejudice for the reason that this is a competitive era, and it is only firms capable of proactively managing rivalry that are bound to survive in the modern world of work. (Ensher, Grant-Vallone & Donaldson, 2001).

The issue of discrimination at work has received extensive discussion at all societal levels including family, workplace, government institutions, and all spheres of human endeavour as the need to close the gender gap at work has come under scrutiny, thus, increasing interests in and conversations about this subject over time (Yaza et al., 2020). Specifically, it is debated that since women constitute half of the population, they should also be made to comprise half of the workforce. This is for the reason that it is important to encourage women to enter the workforce and more importantly, to keep them there by giving them different chances to move up the career ladder (Yaza et al., 2020). Nowadays, the workforce has shifted from homogeneous to heterogeneous, necessitating management diversity, which means establishing a heterogeneous workforce capable of performing to its full potential and in an equitable work environment in which no individual or group of individuals has an advantage or disadvantage over others.

As a result, managing diversity at work is critical for any firm, particularly in this era of globalization as it is required to eliminate unjust discrimination and so enable employees to compete on an equal footing. Gender discrimination is a fundamental social phenomenon that has sparked a heated discussion over assigning social positions to human civilizations. Gender is concerned with the psychological, social and cultural distinctions between male and female. Male and female have various physical qualities, attributes and personalities, in addition to diverse psychological characteristics. Individual content behaviour, according to Triandis (1994), is a result of both socially enforced laws and values and individual inclination, whether genetic, unconscious or conscious. Cultures and civilizations are dynamic and ever-changing, yet there has been much discussion about how, and how quickly, they may change.

Creativity may eventually lead to changes in the laws and values. Since people have widely varying opinions on how much gender depends on biological sex, such discussions are especially contentious when they involve the gender/sex system. A person develops a gender identity early and once a youngster has one, he or she starts to build gender roles in which men and women are not only distinct but also valued and measured. The masculine traits tend to lean toward hardness, aggression and independence, whereas the feminine features emphasize delicacy, dependence, emotionality, nurturing and language abilities (Alamveabee, 2005). As a result of these implied inequalities between men and women, society frequently gives men more difficult work and assigns women more suited or less demanding tasks (Pearson, 2000).

Gender discrimination results from ongoing inequity between men and women in many aspects of life (Jannatul, 2011; Eboh, 2021). Gender discrimination is defined as treating people differently in the workplace based on whether they are a woman or a man (Busse, 2003). As defined by the International Labour Organization (ILO, 2003), discrimination occurs in various forms in everyday life. Any distinction, exclusion, or preference made on the basis of race, color, sex, religion, political opinion, natural extraction or social origin that has the effect of nullifying or impairing equality of opportunity and treatment in employment or occupation is discriminatory.

However, employment is a partnership between two individuals, one of whom is the employer and the other is the employee, typically based on a contact (Kaifi, 2013). It is also described as a contract between an employer and employee that specifies the employee's commitment to performing specific services while on the job and at the employer's designated workplace in order to support the accomplishment of the organization's goals and mission in exchange for payment. Employer decisions extend beyond deciding whether workers are eligible for raises. As a result of regular objective performance reviews, managers obtain information to make and implement choices about promotions, transfers, demotions, separations, and remuneration within the banking sector. High performing employees are acknowledged and promoted in most organizations for their hard work and outstanding performances since promotion often implies rewarding an employee's efforts by moving that individual to a role with increased authority and responsibility (Chia,2018).

In Nigeria during the late nineteenth and early twentieth centuries, banking job was mostly a male occupation, as all bank tellers were male; women filled the roles left vacant by men as the banking industry grew and more responsible positions were formed (Chia, 2018). As the status of the tellers that men occupied decreased, more women took those positions, and now most bank tellers are women (Iloegbunam, 2006; Chia, 2018). As a result, the study sought to determine the impact of gender discrimination in banks and how this influences employment decisions in Nigeria, specifically within the Akure metropolis.

Statement of the Research Problem

All significant international human rights' accords and agreements regard equality as a fundamental human right. Therefore, everyone is entitled to all the freedoms outlined in this declaration without regard to race, color, sex, language, religion, political or other opinions, national or social origin, property, birth or any other status, according to article 2 of the 1948 Universal Declaration of Human Rights (Pitt, 2011). However, discriminatory behaviours are common in today's communities as conflict theory defines discrimination as the deliberate exploitation of members of inferior groups by members of privileged groups in order to protect or advance their own interests (Reskin, 2000; Rahaf & Ahmad, 2019).

The International Labour Organization (ILO) has been working for women's rights since 1919; and in 1979, ILO started the campaign for women's equal pay and all eliminations of all forms of discrimination against women in the workplace (ILO, 2014). Woman status has been improved in the western world in past 150 years, but inequality between men and women still exists. In the 1970s to 1980s, women labour force started to increase in organizations (Lorber, 2000). However, the declining in gender inequality started over the past half century as in 1920s, women started to enter into top leading positions, while the gender wage gap and gender segregation both started to reduce in the United States and Western Europe from1980s and wage gap and gender segregation always remained low in the United Nations and Europe (Blau, Brinton & Grusky, 2008).

According to Oakley (2000), women were severely under-represented in senior executive positions in 1995, as they accounted for 3 to 5 percent of top executive positions in the top 1000 workplaces and 500 large American establishments inclusive of banking sector. Thus, implying that almost all senior executive slots were filled by men and similar women's representation in senior positions was found in European countries. Also, Parker, Pascall, and Evetts (1998) claimed that women do not have equal opportunities in executive positions because it was discovered in 1995 that men dominated senior management positions while women were at lower levels.

In the mid-1980s, the banking sector in Nigeria hired both men and women with the same education and experience, but women were discriminated against and given lower-level employment than men (Parker, et al., 1998). Women have struggled to work in organizational hierarchies in the banking sector, yet reasons such as glass barriers, organizational culture and stereotype acts continue to cause women's under-representation in senior executive positions (Kamkatwong & Kleiner, 2001). Furthermore, despite equal education and experience, the glass ceiling in the workplace prevented women from achieving top executive positions in 1990. (Parker, Pascall & Evetts, 1998). However, women were confronted by discrimination in the banking industry due to gender segregation, class restrictions, dearth of job training, deficiency in term of experience, lack of education and a ban on marriage as female bank managers are split into smaller branches and do not play a decision-making role (Berdahl & Moore, 2006).

In line with Holmberg (2013), occupational segregation still persists in the banking business and as a result, women continue to earn less than men, despite the fact that women are promoted in every commercial bank, both horizontally and vertically. As a result, women were under-represented in the commercial banking industry from the 1910s through the 1960s, as men held high executive positions in the workplace. While women faced discrimination in the banking industry and in general organizations till date (Aroosh & Khalid, 2014). According to Moulders, Plasman, and Rycx (2004), multiple researches on gender inequality have been undertaken and these studies revealed that gender inequality still exists in various businesses, including the banking sector to this day. According to these studies, gender disparity in the workplace has decreased in extent, but remains unresolved. Organizations continue to treat both genders differently since some males are better paid and have more career prospects than women in the same occupation (Alvesson & Billing, 1997; Sohaib, 2015). Thus, employees become emotionally fragile, and simple peace-loving employees become paranoid and suspicious, scared and resentful (Adeosun & Owolabi, 2021).

Nonetheless, while these difficulties and inequities have resulted in significant macroeconomic losses in terms of growth, they have also occasioned income inequality and economic diversity (IMF 2018; IFE, 2021). Thus, as this inequality is a hot subject matter, its presence in the country's banking industry has prompted more investigation, therefore, on the bases of the aforementioned deductions, hence this study. The study was purposed to investigate the impact of gender discrimination on the employment decision in selected Nigerian banks, specifically in the Federal University of Technology, Akure (FUTA). This was to ensure the eradication or reduction of the phenomenon for the employees’ motivation, satisfaction, enthusiasm, commitment and less stress. This was with the specific objectives to: (i) assess the impact of socio - cultural norms on the employment decision in the selected banks in FUTA; and (ii) investigate how sexual harassment impact on the employment decision in the selected banks in FUTA.

Concept of Gender Discrimination

The history of the industrial revolution can be used to identify the roots of gender discrimination in the workplace where the work of women and children was socially defined as gathering in the earliest stages of human civilization, while men were expected to engage in farming and hunting (Miller & Razavi, 2014). However, the term "gender" was not first used by American and English feminists until the 1970s (Heather, Vanessa & Deborah, 2009). Gender emerged at an astonishing rate in the early 1980s in Nairobi Conference of 1985. Its adoption was aided by the staging of a series of key conferences such as the Cairo conference in 1994 and the Beijing conference in 1995 during which the phrase solidified its position (Deaux & Lewis, 2008). Gender therefore, involves the grouping of all identified distinctions between men and women: individual characteristics as well as differences in social roles or cultural representations (Elizabeth, 2009). This can further be described as the status of being male or female (Adeosun & Owolabi, 2021).

Although the terms "gender" and "sex" are distinct, they are frequently used interchangeably. For example, the term "gender" is used to express the social and psychological differences between men and women. However, sex is a term used to categorize species into either female or male; only female can give birth and suckle and male hormonal and genital anatomy differs from that of female. It also refers to what society perceives as masculine and feminine (Akin, 2008; Kura & Yero, 2013). Gender discrimination in the workplace can be described as the unjust advantage or disadvantage given to members of one group over members of another (Kelly, 2006). Thus, gender discrimination levels directly impact on employees' motivation, satisfaction, commitment and eventually work performance (Dilrukshi & Ranasinghe, 2021).The concept includes any sex-based distinction, exclusion, or restriction that undermines or negates a woman's ability to recognize, enjoy or exercise her human rights and fundamental freedoms in the political, economic, social, cultural, civil or any other sphere on the basis of equality with men and women, regardless of her marital status (George & Chukwuedozie, 2015; Goldman, 2017; Isiaka & Aliyu, 2019).

Concept of Socio – Cultural Norms

The term "sociocultural" refers social and cultural factors which include shared customs, behaviours, patterns and beliefs among a population group. These factors are the most notable influences on how people behave in a society. However, for an organization to succeed, intercultural understanding is essential, given that any establishment that seeks to sell products or services must have a thorough understanding of, or at the very least, fundamental awareness of, its target market. This is particularly critical when entering into a new area (Sabit, et al., 2029).

Every facet of how corporations decide who to hire has an impact on society and culture. Although society and culture are not directly involved in business operations, they nonetheless indirectly play a significant role in determining how the business is run, from decision-making to the establishment of managerial and operational patterns and to the assessment of an establishment's success or failure. Because this may have an effect on the spread of their economic activities, organizations should be aware of the dominant attitudes, values and beliefs in each host community. Differences in attitudes and values among the management team, supervisors, and employees of a business can have a significant impact on the success or failure of the organization (Ajami, Cool et al, 2006). The socio-cultural environment is crucial for the workplace since it has a substantial impact on the organization's performance, economic activity, and essential decision-making (Sabit, et al., 2029). However, the most important socio-cultural aspects that might have a significant impact on the organization are culture, language, religion, level of education, consumer preferences and societal perceptions of how the corporation should conduct its business (Trehan &Trehan, 2009).

Concept of Sex Harassment

Sexual harassment is a widespread issue that occurs in a variety of industries. Because there is no common definition of sexual harassment in the workplace, laws define it according to their jurisdiction. As sexual harassment in the workplace is measured using various devices, situations and individual perspective, and these interpretations have resulted in numerous conflicts (Adetutu, Paul & Iseoluwa, 2020). However, there are numerous definitions of the phrase "sexual harassment in the workplace," and this is determined by an individual's perspective, ranging from distinct legal instruments, cultural perspective, victims' school of thought, to academicians' perspective. Previous study believes that dominance of workplace' sexual behaviors is prompted by a need for sexual fulfillment (Nauman & Abbasi, 2014). According to organized study, sexual harassment is an assault on the dignity of women in an atmosphere dominated by men (Nauman & Abbasi, 2014). However, based on the patriarchal nature of most environments, sexual harassment is also recognized as a type of male preference over female employment and a strategy to maintain men's superiority over women which has the effect of creating a gender pay gap and sex-split roles in the workplace (Fapohunda, 2014).

In addition to sexual lust, one reason for sexual harassment is to assert dominance over the victim, whether the perpetrator is a male or a female. If the victim is female, this can include reminding her that she is a sex object even at work or telling her that her only use is to satisfy one's sexual needs. In the case of male victim, it is a type of punishment for those who deviate from traditional masculine orders or to allow the victim to adhere to whatever is demanded of him (Szymanski, Moffitt & Carr, 2011). This implies that the motivation for workplace harassment influences the type of harassment and broadens the concept of' sexual harassment' to cover all forms of professional harassment. Meanwhile, some studies isolate the sexual parts of workplace harassment from the non-sexual aspects that can constitute harassment (Berdahl, Magley & Waldo, 1996).

Employment Decision

Employment is a partnership between two individuals, one of whom is an employer and the other is an employee, typically based on a contact (Kaifi, 2013). It is also described as a contract between an employer and employee that specifies the employee's commitment to performing specific services while on the job and at the employer's designated workplace in order to support the accomplishment of the organization's goals and mission in exchange for payment. A person who is hired to do services in exchange for payment and who does not do so as a standalone business is considered to be an employee. A person or organization that recruits workers or employees is known as an employer. Workers are compensated by their employers with pay or salaries in exchange for their labor or work (Seguino, 2007).

According to Kabeer et at. (2013), employers can range from people hiring a babysitter to organizations and governments that may recruit thousands of people. Jobs listings in newspapers (through classified advertising) and online, commonly known as jobs boards are the primary means by which employers locate employees and job seekers discover employers. Professional recruitment consultants who receive a commission from the employer to find, screen and choose qualified candidates without discrimination are another common way for employers and job seekers to connect (Kabeer et al, 2013). The best way to evaluate different employees is through assessments that analyze their skills and measure their talents in the field. Due to Drucker's observation that "Everything a manager does, he does through making decisions" in his book "Practice of Management," he used the term "employment choice" to refer to decision making. It's true that managing requires making a lot of judgments. Because of this, many people believe that management involves making decisions. The word "decides" refers to making a decision about what one is expected to do at a future time. "It is a solution picked after analyzing multiple alternatives chosen because the decider anticipates that the course of action he chooses will do more than the others to promote his aims and will be accompanied by the fewest probable disagreeable effects," (Isiaka & Aliyu, 2019).

A decision is a choice made after a person weighs the pros and cons of a situation or set of circumstances. It represents an expected path of behavior or action regarding what one should or should not do. Therefore, choosing one course of action from two or more alternatives might be referred to as decision-making. As a result, it requires us to make a decision and that decision decides whether we act or do nothing. Making decisions is an essential aspect of life. Everyday life involves making countless decisions for people. Every step of a business undertaking involves making a decision. Making decisions affects every aspect of management, including planning, organizing, staffing, directing, coordinating and controlling. Making decisions is therefore at the center of managerial tasks in an organization (Isiaka & Aliyu, 2019).

Gender Discrimination in the Human Resource Development Process

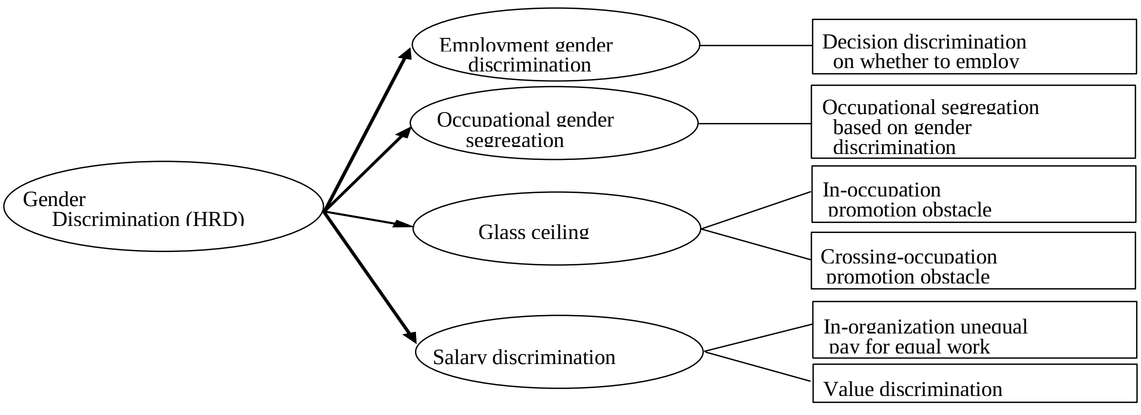

Figure 1. Yan, Yan and Zhang (2019).

Theoretical Framework

This study reviewed and adopted strategic choice theory out of a number of theories (feminist theory, socialist theory, equity theory, etc.) that are relevant to gender discrimination and employment decision at work. This is due to the strategic choice theory validation regarding its tenets and principles of incorporation of workforce diversity in every organization's level for optimal performance.

Strategic Choice Theory

Child John created strategic choice theory in 1972 by outlining the role that leaders or leadership groups play in influencing happenings in the organization through decision making in a dynamic political process. Top executives, according to strategic-choice theorists, make decisions that influence organizational outcomes and performance as they will make only decisions that are both useful to and fiscally sound in the place of work. According to (Roberson & Park, 2007), low to moderate levels of racial diversity among organizational leaders may hinder strategic decision making through diminished communication and increased conflict, thereby effecting business performance. Nevertheless, effective strategic choice therefore necessitates the exercise of power and the ability of organizational leaders to perform on their own free will, while consequently, CEOs are assumed to have significant freedom in having influences in their workplaces (Finkelstein & Hambrick, 1996).

So, the contention that demographic diversity in this case in terms of age, gender, and educational upbringing, is linked with cognitive capacities that enlarge a team's informational resources and enhances its problem-solving ability was moved forward. Thus, in the context of top management teams, diversity broadens the range of cognitive perspectives required to recognize strategic opportunities and consider various strategic options (Wiersma & Bartel 1992). However, the theory advocates acceptance of a variety of workers in the workplace who are diverse in terms of age, gender, personality, educational attainment, ethnicity, ethnicity, religion, etc., and who are able to offer potential knowledge and skills to the development of the establishment. Therefore, for the best results, the principles and tenets of integrating workforce diversity at every level of a workplace could be supported by strategic choice theory.

Empirical Review

Akua and Cicilia (2015) carried out a study on gender discrimination in the workplace with a focus on women's participation in higher education management in Ghana. The study utilized interview as the data gathering instrument. The findings of the study established significant impact of gender discrimination on the employment in the studied area as women were proven to be greatly underrepresented in the administration of Ghanaian higher education institutions as a number of factors precluding qualified women from rising to high-ranking positions in the institutions under study.

Also, Chia (2018) conducted a research on gender discrimination and employment decision on selected banks in Ilorin on 109 respondents. The study used multiple linear regression for testing its hypotheses and percentages, frequencies and cumulative frequencies were also employed to analyze the respondents' demographic data. Results indicated that gender discrimination influenced employment decision in the selected banks as analysis showed that female staff members were proven to be susceptible to sexual harassment.

Hypotheses Development

Osah, Ukoha and Alagah (2017) adopted purposive sampling technique for the selection of five (5) establishments on their study titled workplace discrimination and employees' performance in Nigerian food and beverage sector. This was with the sample size of 186 respondents as this was determined by the Taro Yamane's formula. The study then employed spearman rank order correlation coefficient for the data analysis and the result confirmed a significant relationship between workplace discrimination and employees' performance. Thus, this hypothesis may be formulated as:

***Ho_1:Socio-cultural norms do not have significant impact on employment decision in the selected banks in FUTA*.**

A set of questionnaire as an instrument of data collection and SPSS (24 version) for data analysis were used by Firooz and Bhavesh (2020) on their study identified as impact of gender discrimination on the employees of Ghalib Private University, Herat, Afghanistan. The findings established a significantly negative impact of gender discrimination on work satisfaction, employee's involvement and organizational identity of the studied institution. Hence, the hypothesis was expressed as:

Ho_2:Sexual harassment has no significant impact on the employment decision in the selected banks in FUTA.

Methodology

This study utilized survey research as its design given that a set of questionnaire was employed in the assembly of primary data. The questionnaire was directly distributed to the participants and feedbacks were acquired instantly although the participants requested for extra time. Then, applicable descriptive techniques such as frequency and percentage were applied to describe the responses. The questionnaire covered two sections. The section One depicted demographic information and educational background of respondents while the section Two was also separated into two unlike segments, that is, (i). assessment of the impact of socio-cultural norms on the employment decision in the selected banks in FUTA (ii). investigation on how sexual harassment impact on the employment decision in the selected banks in the study area.

The questionnaire was improved from the reviewed literature and authenticated by an expert known for enormous experience in the field of study and questionnaire design. The questionnaire was designed in such a way that it could without difficulty be figure out by the respondents as this was schemed in a close ended manner, utilizing four Likert-scale type of strongly agree, agree, disagree and strongly disagree. Thus, least square regression model was used as the inferential statistic, while SPSS (version 25) was adopted to run the analysis of the gathered data.

Population of the Study

The population for the study encompassed the total staff of all the selected banks in the FUTA which were First Bank Plc, Guaranty Trust Bank Plc, United Bank of Africa Plc and Wema Bank Plc, tallying One Hundred and Six (106). The information on this figure resulted from the engaged field work as the participants involved credit / retail managers, branch managers, operation managers, clerks and cashiers.

Table 1. Population of the Study in the FUTA' Selected Banks

Name of the Banks	Population
First Bank Plc	29
Guaranty Trust Bank Plc	28
United Bank of Africa	26
Wema Bank Plc	23
Total	**106**

Source: Researchers' Formulation, 2022

Sample Size and Sampling Technique

The study employed simple random sampling technique. This was due to the technique's ease of usage. Based on this, the sample size was Eighty - Six (84) as this was determined by Taro Yamane's formula ($n = N/1+Ne^2$) applied for this purpose. Where,

n = preferred sample size N = size of the population

e = concentrated standard margin of error (5% or 0.05) 1(one) = a theoretical constant Thus, the sample size was calculated employing the above formula with n = 84 Hence, the sample size of the study was 84.

Results and Discussion

Part A: Descriptive Analysis of Research Questionnaires

An aggregate of Eighty - Four (84) copies of the questionnaire were handed over to the participants of the study at FUTA as the selected banks were First Bank Ltd., GTBank, UBA, and Wema Bank, but it was Eighty – One (81) copies representing 96 percent that were acceptably filled and beneficial for the analysis. However, the descriptive and inferential statistics were used in this research. According to Smith (2020), the descriptive statistics are used to characterize the fundamental components of the data in the study. These provided concise summaries of the sample and measurements of the study. The descriptive statistics used in this study included the total, mean and standard deviation which constituted the foundation of the research questions in the quantitative data.

Table 2. Socio-Cultural Norms and Employment Decision

	N	Sum	Mean	Std. Deviation
Women at the workplace receive much opportunity than their male counterpart	81	362.00	4.4691	.86727
Employment decisions are made based on gender inclusive culture.	81	384.00	1.5432	1.1116
Cultural values and belief of employers affect the way decisions are made in the workplace.	81	371.00	4.5802	.68673
Religion and cultural belief affect employment decision.	81	373.00	4.6049	.73619
Employment decisions are made to tolerate societal norms.	81	381.00	4.7037	.60093

Source: Authors' Computation, 2022

The result of the descriptive statistics in the Table 2 above showed that on a 5-point Likert scale response, majority of the respondents (4.4691) agreed to the notion that women in the banking institutions are better opportune to be employed with a precise standard deviation value of (0.)8. Also, the question on whether or not employment decisions were made based on gender inclusive culture was strongly disagreed at mean (1.54) and was largely argued amongst the respondents. The result also showed that the respondents also believed that employment decisions in their banks were based on cultural values and ethics (4.5), while a larger fraction also agreed strongly that religion and cultural beliefs in one way or the other influenced the decisions of management on employment in the financial institutions, while majority of the respondents with mean value of (4.7) strongly agreed that the employment decisions in the banking firms were made to tolerate societal norms, while few respondent disagreed to this view as the standard deviation was 0.6, indicating a high precision outcome.

Table 3. Gender Discrimination and Employment Decision

	N	Sum	Mean	Std. Deviation
Employment decisions promote sexual harassment and possible workplace violence.	81	378.00	4.6667	.57009
Women are prone to sexual harassment in the workplace.	81	362.00	4.4691	.86727
Sexual harassment affects employee’s self-esteem and performance in the workplace.	81	384.00	4.7407	.44096
Employment decisions mitigate sexual harassment on employees in the workplace.	81	371.00	4.5802	.68673
Female employees are seldom considered for promotion compared to male employees.	81	373.00	4.6049	.73619

Source: Authors’ Computation, 2022

The result in the descriptive statistics indicated in the Table 3 above showed that majority of the respondents had a strong notion that the centralized employment decision prevalent in their banks promoted sexual harassment and workplace violence as presented by the mean value of (4.6667) which was less argued with the standard deviation of (0.057). Also, the assertion that women were more liable to sexual harassment in the workplace was strongly supported with mean value of (4.4691), while a larger proportion with a mean value of (4.7407) in the respondents also agreed that sexual harassment certainly affected employee’s self-esteem and performance in the workplaces.

In the same vein, the question on whether or not employment decisions mitigated sexual harassment on employees in the banks was strongly supported as it depicted a 4.5 mean value which indicated a general support by majority. Finally, the outcome of the fifth statement showed that there were a few promotional opportunities for female in the banking institutions which was strongly supported by majority of the respondents with a mean value of 4.6 and a very low standard deviation value of 0.7 indicating that many staff members shared this same view.