

Gender Diversity and Social Sustainability of Multinational Corporation in Nigeria

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Abstract: *This study investigated the relationship between gender diversity and social sustainability, of oil and gas multinational corporations in Nigeria. Research evidence indicates that the corporate sustainability goal is yet at its optimum using the infrastructural and social responsibility approach. The study specifically addressed the relationship between gender diversity social sustainability. The study adopted the cross-sectional survey design. Structured questionnaire from 158 members of the 44 target organizations was used to generate data for the study. The Spearman's rank order correlation coefficient was used to test the bivariate analysis. The tests were carried out at 0.05 level of significance and analysed using SPSS tool. The findings showed that there is a significant relationship between gender diversity and of social sustainability. In conclusion, the study affirmed that age diversity of oil and gas corporations in Nigeria impact significantly on social sustainability*

Keywords: *Gender Diversity, Social, Sustainability, Corporation, Multinational*

INTRODUCTION

In Nigeria, workplace diversity has been widely attributed to the demographic composition of a workforce, whether in the private or public sector. In empirical studies, diversity is usually measured using the compositional approach, otherwise known as Surface-level or demographic diversity which refers to the extent to which a unit is heterogeneous on characteristics such as gender, ethnicity, religion, age, functional background, and organizational tenure (Tsui & Gutek, 2000). Contemporary believe system is marked by a generalized sense that traditional work arrangements are inadequate to address the challenges organizations encounter in recent times. It appears that the shifts from an industrial to an information-based society and from a manufacturing to a service economy, coupled with the forces of globalization, have forced innovative changes on the work place arrangements. These tendencies have affected work not just in industrialized

societies of the global north, but also in the developing countries such as Nigeria.

The impact of gender on job satisfaction is highly significant. Though, there could be a change due to the conventional assumptions, it is still difficult for women to progress to higher or senior positions of leadership in most firms (Fatima, Iqbal, Akhwand, Suleman and Ibrahim, 2015). According to Fatima, *et al.*, (2015) several studies have found a connection in gender variances with job satisfaction. Sania, Kalpina and Javed (2015) opine that diversity in the workplace transforms the nature of the relationship among the staff members, changes that can lead to increased job satisfaction and employee morale. Studies have been conducted with the view to identify what enhances organization and its sustainability. For instance, research on employees' attitude towards

the organization in workplace is essential as 'the most serious barriers to change in businesses are attitudinal' (Dewhurst and Thomas, 2003). Ajzen and Fishbein's (1980)

Concept of Gender Diversity

Furthermore, the gender-based stereotypes also work against the findings that gender diversity leads to job satisfaction. For instance, Nakagawa (2015) found that the leadership in Japanese firms perceived female employees as being significantly handicap and expected women to leave the company to raise children sooner. This perception, he notes, created a feeling of job insecurity among the female workforce than the males leading to higher job dissatisfaction among the women. Mwikali and Kyalo (2015) contend that diversity may result in less satisfaction with the job for the members of the minority group. Thus, less gender diversity may lead to a feeling of

Social Sustainability

The Caistor-Arendar (2011) put forward the following definition of social sustainability as a process of creating a prosperous society by close and thorough understanding of people's needs. This includes "a process for creating sustainable, successful places that promote wellbeing, by understanding what people need from the places they live and work. Social sustainability combines design of the physical realm with design of the social world—infrastructure to support social and cultural life, social amenities, and systems for citizen engagement and space for people and places to evolve (Woodcraft, Hackett, & Caistor-Arendar, 2011). Chiu (2003), instead of providing a definition, identified three interpretations to describe the notion of social sustainability in the context of built environment and housing. In the first interpretation, she considered that social sustainability is affected by social norms and values. She applied the term 'environment-oriented' to the second interpretation that assumes that ecological and environmental sustainability should be supported by social

theory of reasoned action, concludes that a strong relationship between belief, attitudes, and behavioural intentions exists, which then leads to certain behaviour.

discontent with the job for women or men if they are the ones in the minority. Gender diversity influences a firm's culture in that it determines the business philosophy, beliefs and approaches to doing business with intra and extra-organization interactions (Ebtesham, Muhammad & Muhammad, 2011). Gender diversity in the organization has been found to bring different perspectives in decision-making, different ways of communicating and different ways of interpreting the business environment and the market (Zaidi, Saif & Zaheer, 2010; Ali, Kulik, & Metz, 2011, 2015; Darwin and Palanisamy (2015).

sustainability. This means that the social structure, values and norms must be changed in a way that is favourable to environmental and ecological sustainability so that ecological sustainability can be achieved.

The third interpretation is more people-oriented, and contrasts with the second interpretation that is more environmentally oriented. This third interpretation refers to maintaining or improving the well-being of people in this and future generations. The first interpretation highlights the ecological concept of sustainability rather than social dimension. Hence, we argued that demonstrating a comprehensive concept of social sustainability requires a combination of the second and third interpretations that must be based on the environment and people. The definition of social sustainability developed at Hawke Research, headed by Stephen McKenzie Institute, stated "a positive condition within communities and a process within communities that can achieve that condition (McKenzie, 2004).

Research Design

In view of the philosophical stance of the researcher, the study adopts a deductive approach as being suited for its purpose. Hence, the research design adopted in this study is a census cross-sectional survey(explanatory) design, which as a form

of quasi-experimental research, supports the systematic integration of the stages of the research (from theoretical statements and prescriptions, to actual empirical activities), and provides the required blueprint for the accomplishment of the research goal.

Population size of the study

The population for this study comprised of 44 active oil-producing firms as licenced by the Department of Petroleum Resources (DPR). These oil and gas corporations were the notable oil and gas corporations operational in Nigeria. Thus, Human resources managers, administrative managers, operations managers, and finance managers of the 44 corporations were targeted as respondents within the organization. These classes of workers are noted to have the capacity to contribute meaningfully based on their knowledge of the operations, and functioning

of the organization. One manager each from these organizations, making it a total of 176 questionnaire were distributed through our research assistance’s visits and inquiry from the administrative personnel and human resource officers at the main offices of the target oil-producing corporations in Nigeria. The study adopted a census survey technique, given the specification of respondents which follows a purposive sampling and draw members from the exclusive category of management staff as stated.

Data Analysis Technique

The Spearman’s rank order correlation coefficient was utilized in the assessment of the relationship between the variables of the study at a 95% confidence (implying a 0.05

level of significance). The choice of the Spearman is premised on its flexible features and applicability for hypothesis test for data scaled both as interval and as ordinal.

Results

Hypothesis testing for gender diversity and social sustainability

| | | gender | Social |
|--------|-------------------------|--------|--------|
| gender | Correlation Coefficient | 1.000 | .413** |
| | Sig. (2-tailed) | . | .000 |
| | N | 158 | 158 |
| | Correlation Coefficient | .710** | |
| Social | Correlation Coefficient | .410** | .733** |
| | Sig. (2-tailed) | .000 | . |
| | N | 158 | 158 |
| | Correlation Coefficient | .410** | .733** |

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

Source: Research data, 2019

i. Hypothesis (H₀₁): There is no significant relationship between gender diversity and social sustainability of oil and gas corporations in Nigeria:

The findings show significant association between gender diversity and social sustainability in organizations where rho =

0.413; and p-value = 0.00 where significance is at a 99% confidence interval; therefore, we reject the null hypothesis based on the adopted criteria of $p < 0.05$.

here is no significant relationship between gender diversity and social sustainability of oil and gas corporations in Nigeria.

CONCLUSIONS

This is as the study finds that workplace diversity has strong implications for the shared values and in this vein contributes towards the extent to which the organization is able to

harness the benefits and advantages offered the diversity within its workplace. In this vein, the study identifies workplace diversity as a substantial antecedent of social sustainability.

RECOMMENDATIONS

i. The oil and gas corporations in Nigeria should, as a matter of Policies framework, institutionalize gender diversity and emphasize on fairness, equity, exchange of ideology that involves both male and female sex in the supervisory and managerial level of leadership. This is to achieve corporate sustainability goals and objectives of the organization through members' collaboration and teamwork, rather than particular gender categories of groupings. Such specifications should guide what is

expected of the workers and the extent to which their performance as individuals matches with the requirement of the organization.

ii. Finally, the culture of the oil and gas corporations in Nigeria should be adequately structured to offer the required format and platform through divergent views and opinions to be harmonized within the organization. This is for the strengthening of ties and experiences across the organization in a way that is healthy and considerate of the goals of corporate sustainability.

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