



The Effect of Gender-imbalance in Recruitment practices on Service Delivery in Nigerian Postal Service (NIPOST)

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Abstract

Gender- imbalance in the recruitment practice is when person with the same capability are not given the same treatments and opportunities during recruitment exercise. It is a practice that no organization states in its policy but it can be seen in the culture and behaviour of the organization. This study attempts to examine gender –imbalance in the recruitment practice and its effect on service delivery in Nigerian Postal Service (NIPOST). The study adopted survey research design and Cochran's finite population correction formula was used to determine the sample size of the study. The secondary sources of data used for the study were generated from documentary facts drawn from array of published and unpublished materials such as textbooks, journals, newspapers, magazines, conferences and seminar papers, internet materials, among others. The major instruments utilized for this study was questionnaire. Cronbach's Alfa co-efficient test of internal consistency reliability test was done and the reliability index found was 0.8. The study found that gender-imbalance in the recruitment practices has significant effect on service delivery in Nigerian Postal Service (NIPOST). The study also found that organisational culture contributes to gender-imbalance in recruitment practices in Nigerian Postal Service (NIPOST). The study recommends that equal opportunities policy be created to curb gender discrimination during recruitment and restructure task to suit all the gender groups.

Keywords: Gender - imbalance, Recruitment, Service delivery, NIPOST

Introduction

Gender imbalance in the recruitment practices among gender categories is a culture that for long is being practiced in most organizations. It may look passive, not being stated in the recruitment policy but it is strongly being practiced (Bello, 2012). The imbalances define why one gender is more dominant in one type of a job over the other category (Bello, 2012). Several organizations give preferences to the recruitment of the male category over the female. It is more pronounced in the army, navy, air force, police force, custom, immigration, etc. The

proportion of male to female is not comparable.

These sometimes are attributed to the physicality associated to the profession and the traditional notions that women are perceived as housekeepers, child bearers, home makers, kitchen experts and many others. The traditional perception on the women affects them in a lot of ways – employment, job placement, and many others (Timpson, 2010). In some organizations, the women are seen as a being with low intellectual capacity, physically weak and emotionally unstable; her nature is associated with some deficiencies and defectiveness.

The imbalances in their recruitment practices vary with countries and the nature of job. Evidences and documents shows that women in capitalist societies such as USA, Britain, France, Spain, Netherland and many others give preference to all gender compared to the practices in socialist societies such as Russia, China, Saudi Arabia, Kuwait, Japan, among many others. The imbalances in the recruitment of the genders are rooted in their cultural practice, political leaning, belief systems and the perception of performance on the job. The perceptions on the genders have strong influence on their recruitment practices (Bello, 2015). Often times, emphasis are given to the male counterpart who is seen as a strong being, endowed with better natural capabilities and potentials which if tapped, will have positive impact on the organization and the society as a whole (Bello, 2015).

Since the first World Conference on Women in Mexico in 1975 and that of Beijing in 1993, there aroused vibrant agitation for gender balance and equality in all aspects of human activities. These agitations have come to be inspired, championed and clamoured for and therefore turned out to witness a remarkable improvement in the reduction of gender imbalance (Cohen, 2012). Notwithstanding, the role of the state in policies and development issues as well as the dearth of data on the role of women in most human endeavours, there are still serious problems of an equitable gender equation (Wechen, 2020).

Gender inequality, particularly in developing societies, is still common. This relates to inequality in education, employment as well as ownership of the means of production. The structural roles of men and

women in the economies, politics and workplace are ubiquitous (Kakucha, 2014).

In Nigerian Postal Service (NIPOST), employment practices were designed in such a way that the male category be favoured even though; there is not clear statement in the organization to support such practices. Recruitment conducted between 2014 and 2019 showed that 3,225 men were employed as against 1,075 women (NIPOST Handbook 2020). The objective of this work is to examine the gender- imbalances in the recruitment practices and its effect on the service delivery in Nigerian Postal Service (NIPOST); examine how organizational culture contributes to gender imbalances in recruitment practices and provide ways that will help to curtail practices of gender imbalance. The following hypotheses were formulated to guide the studies;

Ho: The organizational culture of Nigerian Postal Service (NIPOST) has no significant effect in the gender imbalance in the recruitment practices.

Ho: Gender- imbalance in recruitment practices of Nigerian Postal Service (NIPOST) has no significant effect on service delivery.

Concept of Gender

The term gender derives from the Latin noun, genus, which means kind or group. Until recently, the term was used mainly as a grammatical concept to classify words into masculine, feminine and neuter. However, gender is now not only in much use but has gained a new and dominant meaning. The concept is currently applied to wide range of socio-cultural phenomena so as to compare and contrast the differential impact of this phenomenon - men and women or boys and girls. In more specific terms, gender is now widely used to designate the culturally defined,

socially formed identities of men and women that highly varies across culture and are continually subject to change (Bello, 2015). This implies that the term denotes the different and unequal perceptions, view, roles and relevance, reward, etc., which a society, assigns to men and women through its culture. It may thus be stated that gender refers to the socially-constructed inequality between women and men.

It is important to emphasis that gender roles are neither natural nor immutable. They are constructed and invented by society. Consequently, they differ among societies and even within a society, gender views differ over time. If the question, why do people react defiantly to males and females is asked, the immediate explanation would be the biological difference or basic genetic differences between sexes. But there is more to sex differences than biological explanation. Almost all societies have expectation for male and females. These come in different roles, the child must firstly understand and appreciate the self and sex, and must incorporate such information into his self-concept.

In other words, having made the young child aware of his gender related values, and behavior expected of members of that sex, he is further instructed on sex standard of his group. In the opinion of Parsons (1995), girls have typically been encouraged to assume and expressive role of being kind and sensitive to the need of others. The assumption here is that such psychological traits will prepare girls for future wifely roles, and as mothers.

Concept of Recruitment

The word recruitment evolved from the Latin word *recruiet* and it denotes *new growth*. The word is synonymous to words such as enlistment, conscription, staffing and many

others. The word has no any precise definition; it has been defined in various ways by different scholars. According to Lucy (2010), it is the process of searching for job candidate and encouraging them to apply. According to Timpson (2010), it is the process of looking and attracting prospective candidates to apply for a job. Sharma, Sadana and Kaur (2022) see recruitment as the process of sourcing out for the best candidate for a job and encouraging them to apply. Nwachukwu (2003) as cited by Johnson (2010) sees recruitment as the process of locating, identifying and attracting the best candidate for a job. The National Institute of Strategic management (2007) defined recruitment as the process of seeking and attracting best candidate for the job and encouraging them to apply. They went further to differentiate between recruitment and selection. They stressed that the former entails searching while the latter entails screening the already searched candidate in order to get the best.

The most comprehensive definition of recruitment is the one defined by Wechen (2020) who sees it as a process where an organization formally or informally, internally or externally source, attract and encourage prospective candidate with the required skills and the requirement to apply for jobs that are either new or vacant in an organization. The definition is considered comprehensive because it does not ignore the internal source like – lateral transfer, job rotation, informal system and promotion. From the foregoing definition, it can be deduced that recruitment entails searching, attracting and encouraging candidates that the organization perceived to have the required skills and requirement to apply for either the new or vacant job either from internal or external source.

Concept of Recruitment Imbalance

This is a recent word that has been introduced due to those challenges that evolved from recruitment practices. According to Lucy (2010), it is the differences and anomalies that occur during recruitment practices. Bello (2010) defined recruitment imbalance as the unfair and unjust process in the recruitment process where some certain groups or persons are given unnecessary advantage than others base on shared sentiment. According to Moses (2010), recruitment imbalance is the process where sentiment is meted during the recruitment process. Johnson (2010) sees it as a process which an individual or some persons or group are given undue advantage in the recruitment process. In the same vein, Wechen (2010) sees it as a process where undue advantage and privilege is accorded to a person, persons or group because of sentiment or certain characteristics.

Smith (2021) sees it as a process where applicants who have the same capability and know-how are not given the same treatment and privilege during recruitment process. Fredrich (2021) also sees it as a practice where segregation, discrimination and sentiment are applied during recruitment exercise. From the foregoing definition, it can be deduced that recruitment imbalance is an act or process where certain persons or groups are accorded undue advantage than others due to either sentiment or certain characteristics.

Concept of Recruitment Practice

Recruitment practice is the nature and pattern at which recruitment is being done or carried in an organisation. Ngu (2003) sees it as the way and manner in which recruitment is

structured in an organisation. According to Cole and Kelly (2003), it is the norm and habit of an organisation with regards to recruitment. Saleh (2014) sees it as the long established pattern toward which recruitment is carried out in an organisation. The comprehensive and one of the most encompassing definition is the one provided by Sharma, Sadana and Kaur (2003) who see it as the way, the pattern and method in which recruitment is structured and segment by an organisation in order to accomplish its goals.

Concept of Organisational Culture

According to Cole and Kelly (2003), it is a set of values, beliefs, goals, norms and rituals that members of an organisation share. Shen (2019) sees it as a practice, beliefs and the standard which an organisation has set for itself. Timpson (2007) defines organisational culture as the way of life and values which an organisation is accustomed to it. In a similar direction, Stephenson (2019) sees it as a value, principles, convention and strategy adopted by an organisation toward accomplishing its goals and objectives. From the foregoing definitions, it can be deduced that organisational culture entails practice, value and pattern designed or set by an organisation to accomplish its set goals and objectives.

Concept of Service Delivery

According to Agboola (2016), service delivery is a concept that has an elegant word for getting goods and services to people in a way that meets their expectations. He further stated that, service delivery is crucial for the public sector too, as part of government social contract with citizens, Service delivery priorities in development include material infrastructure like roads, power grids, health

care, education, water systems, and social protection (Kim, 2013). The concept of service delivery and its application to development is a dynamic one. Scholars link service delivery with socio-economic performance and others emphasize the political dimension of service delivery. According to World Bank definition:

Service delivery is the manner in which business service functions to perform besides profit-making. Business is a vehicle through which man serves society (World Bank, 2010).

The concept of service to customers and society rests on the ethical view of business practice. However, since the World Bank is usually concerned with the prosecution of economic and social projects, it is rational to emphasize the sound development management and the quality of service delivery action. These criteria go hand in hand because of the disposition of the beneficiaries of any World Bank programme matters in contributing to the success of whatever programme that is being executed.

Fagbemi (2006) suggests a list of activities, which will result in effective service delivery culture. They include reviewing of the past performances of the factors in the near and far of environment which impact upon service quality delivered by the public sectors and closing the lacuna between citizen expectations and their actual experience. They are to connect people to the service, accessing the service and delivering the service. Scholars have agreed on the truism that the improvement of service delivery in the public service is not a one-day affair, but a continuous process that involves reinforcing both personal and material service delivery

processes (Agboola; 2016). The experience so far shows that the foregoing accountable relationship between citizens and the public-sector institutions has often proved

Gender and Recruitment in Nigerian Postal Service (NIPOST)

Nigerian Postal Service (NIPOST) just like any public organization starts its recruitment according to the mandate in its manpower plan. It reviews its employment or resourcing plan and after that, it does job analysis to evaluate needs, specification, description and many more. After undergoing this process, the organization utilizes the various sources – the internal and the external sources of recruitment as it is defined in its recruitment policy of the organization. The internal sources of recruitment in the organization are through the following strategies: promotion from within, lateral transfers of employees, job rotation, rehiring or recalling of former employees (Wechen, 2020). The internal sources use the following method – job posting, skill inventory method and informal system (request and appeal). The external sources of recruitment in Nigerian Postal Service (NIPOST) are: employee referral programme, employment agencies, other government units, temporary help agencies, secondment, trade union, contract agencies, schools, etc. The organization uses this method in its external source – radio, television, newspaper, trade journal, magazine, electronic posting (email, face book, what Sapp, etc.) (Wechen, 2020).

Nigerian Postal Service (NIPOST) exploits the following process in its recruitment. The first process is the advertisement of the application form, then listing of the candidate with the requirements.

After the short listing, it will conduct aptitude test and after the test, it will call for the interview of those candidates that wrote and pass the test (Benson, 2021). After the interview, the candidate will be asked to undergo a medical examination and produce his reference check. After the cross examination of the reference check, then the next thing is the employment decision and after this is the employment offer. All the mentioned processes are defined and are described in the organization resourcing plan and recruitment policy (Benson, 2021).

The sources, the processes and strategies are just like it is in any public organization in the country. The organization based its recruitment as it is defined in its manpower plan and recruitment policy. The only difference is that organization culture of Nigerian Postal Service (NIPOST) has overshadowed the plan and policy. The culture is not something that is in a written form, it is a way of life and the behaviour of the organization (Wechen, 2020). The organization followed all the processes but at the tail end, it gives preference to one gender over the other. It often uses its traditional nature of work's practice and its commercial orientation to justify its preference of one gender category over the other. The practice is not only in the recruitment process, it is also in the appointment of unit heads, directors and selection in the committees (Wechen, 2020).

The only area that is left open for all the gender category is the area of training and development. The opportunities for training and development (conferences, workshops, seminars, school) are opened to all but employee placement on the job and task is rigid and mostly based on the culture of the organization. It is also common in areas such as transfer, job rotation and job ranking

(Benson, 2021). The hurdle in the recruitment practice is it overemphasizes to the organisational culture rather than its recruitment policy that tends to favour all.

Overview of Women Marginalization in a Workplace

In most development studies and policies in under-developed social formations, the female gender is underutilized. These trends are prevailing globally. To comprehend these trends properly, focusing on the modes of production and class relations may not clearly explain such female marginalization and subordination in relation to women's restricted access to and control of the means of both production in the private and public spheres" (Bandarage, 1997). Within the purview of patriarchalism and gross women landless status in the society, male dominance in the entire process of production has subjected women gender to all sorts of discrimination based on the global political economy.

While adopting the dialectical-materialist analysis in examining such gendering issues, the narrow gender analysis of Neo-Malthusianism cannot provide an explanation based on population stabilization in relation to class dynamics and patriarchy. The 1995 Beijing women conference featured the outburst of women on their condition and thus, the Indigenous Women's Network issued a statement on the new gender justice approach against a broader feminist approach by challenging the then existing politico-economic structures of the world as follows:

Gender equality' is a narrow concept which focuses on sex-based discrimination and which has been manipulated by nation states to avoid issues of rural, environmental, civil, political and cultural inequities. It fails to

acknowledge or challenge racism, economy disparity and environmental injustices.... (Third World Resurgence, 1995: 37-43).

Gender differentials have been crystal and real. However, feminization of poverty across the globe is the central issue linking women and the global crisis and under-development. As long as women continue to be marginalized and oppressed based on the destructive and disproportionate policies of the state, their condition will continue to get worse. Bandarage expresses that:

Without infusion of ethical, social and environmental criteria into economic planning, the increasing polarization of wealth and poverty, in the eco-crisis and attendant problems of violence and insecurity cannot be halted. The band-aid solutions put forward by dominant world institutions such as population stabilization could exacerbate gender, race and class repression, contributing to new forms of technological and bureaucratic authoritarianism in the volatile year's ahead (Bandarage, 1997:18).

The disproportionate gender differential equation has been in existence since time immemorial. Within the historical conjunctures of time and events as featured during various modes of production which human beings have experienced or practiced, women have come to face unmitigated forms of marginalization and subordination from their male counterparts. Over time, certain models were required to be put in place, from their rudimentary to some sort of sophistication, in order to consider the primary goal of the survival of human and the planet first and foremost. Again, there ought to be the need to consider less of capital

accumulation and technological expansion against the reproduction needs. In other words, the life and equality of human beings for global peace and stability are paramount than anything else.

It should be emphasized that having combined the production, bearing and rearing of children and the means of livelihood, women's place in different modes of production has been well acknowledged and documented. In every phase of the modes of production, there existed intense exploitation of women's labour based on the imposed patriarchal system. However, each historical conjuncture in the development of the forces of production brought in new forms of relations of production which invariably placed the pre-eminence of the male gender over female. This development has constantly and continuously featured right from the primitive communal mode of production to the capitalist mode (Abbass, 2005: 208-9).

Nevertheless, it is possible to draw up the shape of women subordination within such historical conjunctures. For example, the undeveloped production system under the communal mode, women were the primary community producers. They used rudimentary or crude implements basically for subsistence living. Even though the society under this mode of production was essentially stateless and classless, labour was basically collective with no clear form of exploitation and surplus appropriation. But with further development of the productive forces, division of labour emerged and thus surplus was created. This brought about struggle for exploitation and thus appropriation ensured within the contours of surplus values and division of labour.

With the division of labour, men went for hunting while women remained at home to continue engaging themselves in agriculture and other domestic activities. Sharp division of labour further brought in the emergence of social, economic and political class which created intense antagonisms amongst the socio-economic and political categories and fractions of classes. These were characterized with open confrontation which consequently manifested into conflicts and wars. The wars led to the acquisition of slave that culminated into the emergence of the slave mode of production which was also a patriarchal society in character. Women under this setting were also deprived of the means of production and inheritance. They were thus reduced to the domestic labour force as land tillers and gradually lost control over land. The feudal and capitalist modes of production, more than any other modes, have had fundamental assaults on women. It should be recalled that even though colonialism and imperialism destroyed the pre-capitalist modes of production, they nevertheless impeded more assaults on women (Cinjel & Kachi, 2022).

Consequently, the colonized were completely disarticulated forcefully and rooted out of their subsistence living for the regimented colonial and imperial production of cash crops for exports. Hence, lands hitherto allocated to women for subsistence production were withdrawn by the colonial policy. However, the colonial system of production was further characterized by the monetization of the economy, imposition of taxation, forced labour and with men accorded sole title ownership of land. This had transformed women into landlessness and therefore marginalized, dependent and exploited.

Women do 60 percent of the world's work but receive only one-tenth of its income. They own less than one percent of the land, have limited access to education and financial resources and have less say than men in decision affecting their future. Compounding these inequities is the fact that most of the household and community work done by women worldwide is unpaid and therefore ignored by household surveys and national censuses (UNDP, 1977: 10)

Empirical Review

In India, Gupta and Joel (2014) analyzed the Indian public sector where they looked at the relationship between gender imbalance in the recruitment process and organisational performance. They studied selected few organizations with 200 sample and come to conclusion that there is a positive correlation between gender imbalance in recruitment practice and organisational performance.

In China, Laurencesor (2010) carried out a research on the impact of gender imbalance on job satisfaction. He studied two provinces with a 300 sample. He uses both descriptive and inferential statistical tools for his analysis and test and concluded that gender imbalance in the recruitment practices affects interest on the job and motivation.

Sule and Yahaya (2014) examined the influence of gender imbalance in the recruitment practices in Nigeria. The variables considered were environment, orientation and societal values. Stratified sampling technique was used to select the sample of 130 to respond to the questionnaires. The research findings showed that imbalance in the recruitment practices have a positive correlation with the above mentioned factors.

In Namibia, Johnson and Smith (2016) investigated the existence of imbalance in the recruitment practices among private businesses in the capital city. The objective of the study was to determine the relationship between the imbalance in the recruitment practice and employees' interest on the job. In the study, 350 questionnaires were distributed and Bourdley formula was used to distribute the questionnaire to the organization. Both descriptive and inferential statistical tools were used for presentation, analysis and test. The result of the study reveals that imbalance in the recruitment practice affects the rate of interest on the job.

In South Africa, Moses (2017) examined the influence of gender imbalance in the recruitment in the public sector and productivity. The study utilized the quantitative method and multiple regressions to analyze a sample size of 150. The finding of the study shows that there is a strong positive relationship between gender imbalance and productivity in the public sector.

In Pakistan, Yusuf (2014) conducted a study on gender imbalance and employees' performance in the public sector. The variables considered were environment, attitude, orientation and societal value. Dillman formula was used to distribute the sample size of 180. The findings of the study show that the aforementioned factors have positive correlation with imbalance in recruitment practice and employees' performance.

It could be seen from the above analysis that the existing literature had not provided answers to some of the questions raised in the work. There is still gap in the literature concerning constitutional guarantees and

actual representation of women in a workplace in Nigeria. Therefore, the research tried to fill the gap by providing answers to these questions.

Theoretical Framework

The study adopted Employment Discrimination Theory (EDT) also known as Labour discrimination theory and Hiring Discrimination Theory. It was developed by an American Economist, *Gary Becker* in 1990. It was later developed by scholars such as Harold Demsetz and many others. There are several theories of recruitment discrimination such as perceived discrimination theory, wages discrimination theory, epistemic theory of discrimination and many others. The study adopted the employment discrimination theory because it is comprehensive. EDT talks about a situation in which equally and materially productive persons are treated unequally on the basis of observable characteristics. The discrimination may occur at three main stages in the process. These are during hiring (recruitment), wage setting and promotion. It is a differential treatment of two individuals or groups with identical observable productive characteristics due to an observable non-productive characteristic. The discrimination may reflect the task of the employers, coworkers or customers.

The employment discrimination theory has the following tenets:

- a. Where hiring of employees is done disproportional or where one group is hired more than the other, the group that is not favoured tend to be discouraged
- b. When an organization is known for the hiring of a particular group or gender

category, the other gender category will develop apathy toward that organization.

- c. The morale of the group that is less considered on work will be less compared to the gender group that is given attention.
- d. The productivity and quality of service that the group or gender that felt threatened will be less compared to the favoured group.

Preferential treatment affects the motivation of the group that perceived to be discriminated.

The EDT has three (3) phases and these are: The first phase is the type that focuses on the employment process. The second phase is the type that focuses on the employees that are perceived to be discriminated, and the third type is the type that centers on the discrimination that is meted on the users or the beneficiaries of the product or the service. This study will focus on the first two orientations – the discrimination that is meted during the recruitment process and the one that is meted on the group after they have been recruited.

Methodology

Being a non-experimental research, the use of qualitative and quantitative analysis is employed for the analysis of the generated data. This was done through careful analysis of the formulated hypotheses in line with the reviewed literature. Thus, under the findings and discussions, each discourse is based on some background assumption presented in the form of hypotheses. The hypotheses are subsequently upheld or rejected.

In interpreting our data, the relationship between the gender imbalance in the

recruitment practice and service delivery in Nigerian Postal Service (NIPOST) was established at both theoretical and empirical levels. Empirically, we used a qualitative and quantitative method that was critical and analytical in providing descriptive and historical details.

This was also complemented by descriptive quantitative analysis. The qualitative and historical method provided us with clear perspective into our research problem by giving us the opportunity to understand the historical details and accurate account of the past and to use the past to discuss the present.

The population of the study is made up of 1176 staff of Nigerian Postal Service (NIPOST) in the Headquarters and the various Directorates, Zones and Units of Nigerian Postal Service (NIPOST) in Abuja.

The sample size of the study is 100 staff. The sample size is determined using Taro Yamane's formula as shown below:

$$n = \frac{N}{1 + N(e)^2}$$

Where;

n = sample size

1 = constant

e = margin of error

$$n = \frac{1176}{1 + 1176(0.05)^2}$$

$$n = \frac{1176}{1178.94}$$

$$n = 100$$

The respondents were randomly selected from the staff of the Nigerian Postal Service (NIPOST).

Both Primary and Secondary data were utilized. The primary instrument used for the

collection of data for this study is the questionnaire. The questionnaires were designed in open and closed ended patterns and administered directly to the staff of the organization. More so, in order to reduce the possibility of questionnaire missing or getting lost, the questionnaires were retrieved in the same manner in which they were administered. The secondary data was extracted from documentary facts from an array of published and unpublished materials relevant to the study such as books, journals, magazine, conferences and seminar papers and newspapers. Other sources of secondary data would be archival materials from national archive of the organization as well as various memoranda, reports and white papers of investigation panels and commissions of inquiry on gender related issues in the zone and Nigeria in general.

The validity of an instrument refers to the extent to which it measures what was intended to measure. The validity of the scales utilized in this study was assessed for content and construct validity. After the survey had been completed, the reliability of the scales was further examined by computing their coefficient alpha and this was done using Cronbach Alpha Coefficient test. All scales were found to exceed a minimum threshold of 0.7 which is adequate and sufficient for this study.

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Result and Discussion

Response Rate

The table below shows the response rate of the respondents, a total of 100 questionnaires were administered and 95 of the questionnaires representing 95% were retrieved and three out of the 95 were considered invalid because of the disproportional response (incomplete responses).

Table 1: Response Rate

Questionnaire	Number	Percentage (%)
Distributed	100	100
Retrieved	95	95
Invalid	3	3
Valid	92	92

Demographic Characteristics of Respondents

Since the characteristics of the respondents influence result and most especially a study of this type, the study therefore presents the demographic data of the respondents in the table below. As can be seen in the table,

information on 3 different characteristics of respondents that were relevant to the study were collected and interpreted. These are: age, gender educational qualification.

Table 2: Demographic Data of Respondents

S/N	Characteristic	Category	Number of Respondents	Percentage (%)
1.	Age	18-30	21	23
		31-43	55	60
		46-60	16	17
		Total	92	100
2.	Gender	Male	66	72
		Female	26	28
		Total	92	100
3.	Educational Qualification	Postgraduate	18	20
		Degree/HN	37	40
		D	28	30
		NCE/ND	9	10
		SSCE	144	100
		Total		

Source: Survey Data, 2023

The table shows that a greater percentage of the respondents fell within the age bracket of 31 to 41 at 60 percent while the economically active age of 18 and 30 has 20%. What this indicates is that those supposed to be agile, vibrant and actively working were less and this may be due to it prolonged period of not recruiting.

The respondents' gender as displayed in table 2 indicates that the males (72%) were more than the female (28%) which shows that males were more than the females from the sample and the organization. This issue has been a major concern in Nigeria and this was the main justification for conducting the study. The disproportional size of gender has enormous effect on service delivery.

Finally, the table shows that the educational levels were fairly distributed among all the categories. Virtually, all the respondents were educated, with 40% having Bachelor's degree certificate, 20% have their postgraduate degrees. Diploma and NCE holders were 10% while the remaining 30% possesses SSCE thus

disagreeing with the demographic findings of Cinjel and Kachi (2022) that stated that most staff in the organization were not well educated. These statistics further indicate that most of the respondents had higher education while a relatively small percentage had at least high school education necessary for the respondents to have an informed knowledge on the subject of the study.

Hypotheses Testing

The hypothetical statements of the study were tested using chi-square and ANOVA. These tools were used to determine whether the predictor variables in the probit analysis have significant effects on the responses. The tests were conducted at 95% confident interval and 0.05 level of significance. The decision rule was that, if the calculated value is greater than the critical value, we accept and if it is less, we reject.

Hypothesis One (1)

H_0 : The organisational culture of Nigerian Postal Service (NIPOST) has no significant effect on gender imbalance in the recruitment practice.

H_1 : The organisational culture of Nigerian Postal Service (NIPOST) has significant relationship to gender imbalance in the recruitment practice.

Table 3: Pearson Chi-Square Test

	F-value	Df	Asymp. Sig. (2-sided)
Pearson	54.47	8	.000
Likelihood Ratio	156.2003	8	.000
Linear by linear association	51.110	1	.000
No. of valid cases	350		

Source: Field Work, 2023 (SPSS Version 21).

Result: From the computation above, the Pearson chi-square $\chi^2 c$ is 54.47, while the chi-square tabulated $\chi^2 t$ is 15.507 at $p > 0.05$, at 8

degree of freedom (df) and 0.05 alpha level ($\chi^2 c = 54.47, p < 0.05$). Thus, the Pearson chi-square is greater than chi-square tabulated ($\chi^2 t = 15.507$ at $p < 0.05$). On this basis, we can therefore reject the null hypothesis and accept the alternate hypothesis and conclude that the organisational culture of NIGERIAN POSTAL SERVICE (NIPOST) has significant relationship to gender imbalance in the recruitment practice.

Test of Hypothesis TWO (2)

The hypothesis is re-stated in the null and alternate hypothesis form as follows:

H_0 : Imbalance in 1the recruitment practices has no significant effect on service delivery in Nigerian Postal Service (NIPOST).

H_1 : Imbalance in the recruitment practices has significant effect on service delivery in Nigerian Postal Service (NIPOST)

Table 4: Questionnaire responses of hundred respondents

Questions in appendix	S A	A	SA+A= Yes(x)	SD A	D A	SDA+DA = No(y)	No Idea	Total
1	80	5	85 (85.00%)	5	5	10 (10.00%)	5	100
2	90	3	93 (93.00%)	3	1	4 (4.00%)	3	100
3	87	3	90 (90.00%)	4	3	7 (7.00%)	3	100
4	90	1	91 (91.00%)	2	4	6 (6.00%)	3	100
5	80	10	90 (90.00%)	3	3	6 (6.00%)	4	100
6	90	1	91 (91.00%)	4	0	4 (4.00%)	5	100
7	80	5	85 (85.00%)	4	1	5 (5.00%)	4	100
Total	597	28		25	17	42	26	700

Source: Computed by the researcher using Field Data (2023)

Contingency table showing the relationship between the imbalance in the recruitment practices & service Delivery in NIPOST (X and Y)

Questions in Appendix	Responses		(x) ²	(y) ²	XY
	Yes= x	No= y			
1	85	10	7225	100	850
2	93	4	8649	16	372
3	90	7	8100	49	630
4	91	6	8281	36	546
5	90	6	8100	36	540
6	91	4	8281	16	364
7	85	5	7225	25	425
Total	= 625	42	55861	278	3727
Σ					

Source: Computed by the researcher using Field Data (2023)

Using Pearson Product Moment Correlation formula:

$$r = \frac{N\sum xy - (\sum x)(\sum y)}{\sqrt{[N\sum x^2 - (\sum x)^2][N\sum y^2 - (\sum y)^2]}}$$

$$\begin{aligned}
&= \sqrt{\frac{[N\Sigma(x)^2 - (\Sigma x)^2] [N\Sigma(y)^2 - (\Sigma y)^2]}{7(3727) - (625 \times 42)}} \\
&= \sqrt{\frac{[7(55861) - (625)^2] [7(278) - (42)^2]}{26250 - 26089}} \\
&= \sqrt{\frac{[891027 - 390625] [1946 - 1764]}{161}} \\
&= \sqrt{\frac{[402] [182]}{161}} \\
&= \sqrt{\frac{73164}{161}} \\
&= \frac{270.4}{161} \\
&= 0.6 \\
\therefore r &= 0.6
\end{aligned}$$

The relationship between X and Y is positive and is of high correlation (0.6), this implies that the imbalance in the recruitment practices (X) has significant effect on service delivery(Y) . If the value of the correlation is squared, we obtain the coefficient of determination. Hence $(0.6)^2 = 0.36$ which = 36.0%. This means that about 0.36% of the variation in Y (independent variable) is explained by X (dependent variable), this implies that the degree of the effect is high.

To test the significance of the correlation coefficient, we make use of the t- test given as thus:

$$t = r \sqrt{\frac{N-2}{1-r^2}}$$

H_o : The correlation is not significant.
 H_i : the correlation is significant.
 } Two tailed

$$\begin{aligned}
 t &= r \sqrt{\frac{N-2}{1-r^2}} \\
 &= 0.6 \sqrt{\frac{7-2}{1-0.6^2}} = 0.6 \sqrt{\frac{5}{1-0.36}} = 0.6 \sqrt{\frac{5}{0.64}} \\
 &= 0.6 \sqrt{0.64} = 0.6 \times 15.81 = 15.65 \sim 15.7
 \end{aligned}$$

Calculated value = 15.7

$$D/F = N - 2 = 7 - 2 = 5$$

Table value = 2.57 at 0.05 two tailed test

Decision: Since the calculated value (15.7) is greater than the table value (2.57), then, the researcher reject H_o and accept H_i , that the high correlation coefficient of 0.60 is in fact significant. We therefore accept the alternate hypothesis (H_i) which states that imbalance in the recruitment practices has significant effect on service delivery in NIPOST.

(See data collected attached as appendix 1 to 3).

FINDINGS

Three objectives were set in this research study. The first objective of the study was to assess the effect of gender imbalance in the recruitment practices on service delivery in Nigerian Postal Service (NIPOST). The findings of the study showed that gender imbalance in recruitment practices has significant effect on service delivery. This is in line with Bello (2020) who stated that gender - imbalance in recruitment has bad consequences on organizational performance. He stressed that it can affect negatively on the

dominated gender: their performance and the quality of service they deliver.

The second research objective was to examine how organisational culture contributes to the gender imbalance in the recruitment practice of Nigerian Postal Service (NIPOST). The findings of the study showed that Organisational culture of Nigerian Postal Service has significant effect on gender imbalance in recruitment practices. Organisational culture is the way and how an organization behaves. It is a shared way of thinking and the behaviour of an organization. In Nigerian Postal Service (NIPOST) just like all public organizations in Nigeria, the policy and plan of employment does not spell or make provision for recruiting the men category more than the female but it is in their practice. The organization has sex discrimination and equal pay legislation just like other public organization. However, informal psychological barriers continue to bar the progress of women. The segregation and sex-typing can be seen in the gender

size and population, job structure and many more. Sani (2010) supported this by saying that it is illegal for a company to make employment decision based on gender but most organizations hide on job structure and the of nature of task to practice the act.

The third objective is on how to manage or reduce the anomalies (gender imbalance in the recruitment practice). Interview and focus discussion shows that the menace can be curbed by designing the job to suit all gender and not only the masculine nature, proportional representation and many more.

Conclusion and Recommendations

Taking from the title of this paper, gender-imbalance in the recruitment practice is perceived as a spring board that could help to enhance the productivity of the Nigerian women. It could be said that no campaign or efforts for enhancing or increasing the contribution or productivity of women toward nation building will ever be successful without re-addressing the issue of imbalance or discrimination on the employment practices in both public and private organization; it is the bedrock for ensuring the participation of women in all spheres of life. Contextually, this discourse focused on the gender imbalance in the recruitment practice and its effect on qualitative service delivery.

Traditionally, the female member of African societies (Nigeria inclusive) sees the woman category as weak and a feeble and emotionally unstable; her nature is associated with some deficiencies and defectiveness. This perception on women

affects not only their recruitment in most modern organization but their contribution. A lot of the modern organizations and Nigerian Postal Service (NIPOST) specifically do not have any written policy that is against the recruitment of the women folk; but it is obvious in their behaviour and their culture. Often times, emphases are laid on the recruitment of the male counterpart who is seen as a strong gender being; endowed with better natural capabilities and potentialities which if tapped, will have positive implications for accelerated socio-economic development. This erroneous view has created imbalance between male and female not only in recruitment but all spheres of life or endeavours of life.

Currently, evidence from empirical studies have shown that the women gender have natural capabilities and potentialities for enhancing productivity and positive contribution to organisational performance. This paper tried to illustrate the imbalance in the employment practice in Nigerian Postal Service (NIPOST) and how it affects qualitative service delivery in the organization.

Based on the findings of the study, the following recommendations were proffered:

- a) The quality of service of the organization will improve if the organization disabuses its thoughts, orientation and practice of classifying the female gender as feeble, weak and ineffective. The female category can be useful in many areas that the organization is experiencing service failure especially in the delivery of mail in houses that men are prohibited from

entry due to religious belief or culture.

- b) Nigerian Postal Service (NIPOST) should create an equal opportunities policy- a written statement of commitment to fair nondiscriminatory recruitment. This will go a long way to curb gender discrimination. It will encourage female category to seek for jobs in the organization and develop interest for the job and on the job.

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