Effect of Gender-Job Categorizations on Service Delivery in Nigerian Postal Service (NIPOST)

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Abstract

Gender-Job Categorization is a process where jobs and tasks in an organization are structured and classified based on biological characteristics in an organization. It is a practice that is not distinctly stated in the policy of an organisation but it can be seen in its -culture and behaviour. Survey research design was adopted. Simple random sampling and Bourdley proportion allocation formula were used to distribute and allocate the sample size in their natural unit. The secondary source of data were generated from documentary facts drawn from array of published and unpublished materials such as text books, journals, handbooks, newspapers, magazines, internet materials, among others. The major instrument that was used for data collection was questionnaires. The instruments were subjected to face and content validity test. The reliability index found was 0.7 and was determine using Cronbach's Alfa co-efficient test of internal consistency test. The study found that gender-job categorization has significant effect on service delivery in Nigerian Postal Service (NIPOST). The study also found that the nature of job perform by Nigeria Postal Service has significant relationship with gender-job categorization. The study recommends that equal opportunity policy- a written statement of commitment of a fair nondiscriminatory categorization of jobs be created and the organization should ensure that task, job titles and description be based on skills, expertise and competence.

Keywords: Gender Category, Gender Job- Categorization, Gender Discrimination, Service Delivery.

Introduction

The categorization of job according to gender has a long history of practice. Historical records have it that right from time immemorial, jobs were clarified base on gender and this practices were rooted from stereotyping statement such as - "we are in the men world", men "own the world" and others(Timpson, 2010). A lot of organizations have come to term with it and it has become a norm. The perception kept growing to the point that if a job is held predominantly by women, it is a feminine job; it needs feminine characteristics and will be of less value. If it is a job predominantly held by men, it is seen as masculine; it emphasizes masculine characteristics and it is highly valued (Lucy, 2010).

The birth of industrial revolution in the 18th century has brought out more clearly the picture of job categorization by gender. The epoch tends to see work as having masculine features and the phenomenon became

widespread (Timpson, 2010). During that period, women fare worse than men in salary, promotion and the ability to reach the top, regardless of their education. The polarization of the world along ideological leaning further contributes to the growth of the menace (Smith, 2011). The capitalist societies who tends to give more emphasis to profit has less of this practice than the other pole, women were employed to work but not all kind of works and their payment and other privileges are not the same as that of the male category. The classification of job based on gender was more pronounced in the socialist and communist societies (Smith, 2011).

The inferiority complex and categorization began to receive criticism and backlash in the 19th century when women who were elected and appointed to carry certain task performs them assiduously and the growth and emphasizes on phrase such as – "it is a just world", "what a man can do a woman can do better" and many others (Agboola, 2010). Notable women such as Margaret Thatcher, Angela Merkel, Queen Elizabeth (II) of England and many others did exceptionally well in their assigned functions. This and many other factors help to lessen the practice (Agboola, 2010). A conference was organized in Mexico and Beijing (China) in 1975 and 1995 respectively to agitate for a gender balance and equality in all spheres of human activities but that has not stopped the menace.

The situation in developing and developed societies is at variance. Developed societies like France, USA, Germany, Japan and many others have lesser discrimination based on gender; they believe in merit, they have lesser rate of glass ceiling than in developing societies. The situation is worrisome in less developed or developing societies (Enge, 2013). Countries like Somalia, Uganda, Cameroon, Zambia, Gambia, Pakistan and many others do not only have gender classification on the job; the situation in the this backward countries is abysmal. The female categories rights from onset are not exposed to good privileges and opportunities such as access to school and paid job. They are labeled as inferior gender and allowing them to pass through western education will only amount to waste of resources and time. This disparity and many others have set them below their male counterpart that the society value (Enge, (2013).

In Nigeria, gender categorization based on job has its history right from the precolonial period. It flows from the pre-colonial to the colonial and post-colonial periods. The practice is in both public and private sector. It is more pronounced in the private sector which is moved by profit. It is in existence in both the sectors but the rate and commonest of the practice in the private sector is more pronounced (Smith, 2011).

Nigerian Postal Service (NIPOST) just like other organizations in the public sector is not left behind. Work structure and categorization are based on this sentiment even though; it is not enshrined in the policy of the organization. A lot of spectators have labeled the prevalence of the practice in Nigerian Postal Service (NIPOST) to the commercialization orientation that was enmeshed on the organization – characteristics such as profit driven, quality and global standard practices and many others (Smith, 2021). Some other spectators equated the job categorization to the nature, pattern, culture, behaviour and the structure of works in the organization. This study is set to assess the effect of gender job categorization on

service delivery in Nigerian Postal Service (NIPOST).

The objective of the study is to examine gender-job categorization and its effect on service delivery in Nigerian Postal Service (NIPOST) and to examine the effect of gender job categorization on the job performed in Nigerian Postal Service.

The following hypotheses were formulated to guide the study:

Ho: gender-job categorization has no significant effect on service delivery in Nigerian Postal Service (NIPOST).

Ho: gender-job categorization has no significant effect on the job performed in Nigerian Postal Service (NIPOST).

Conceptual Review

In this section, the following concepts were reviewed:

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 and feminine. 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, 2012). 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.

In Nigerian Postal Service (NIPOST) the operating environment has always been that there were some job schedules namely: Mail Porter, Postman, Head Postman, Dispatch riders, Boarding Officers that were pre dominated by the male gender. This job schedules were specially catergorized for the male gender. The exclusion of the female

gender from these job schedules is seen as gender discrimination.

Concept of Service Delivery

Service delivery is a nascent word which has been defined by different scholars in different ways. According to Collins (2010) in his work *public service delivery*, it is the mechanism through which public services are delivered to the public by a local, municipal or federal government. He went further to list some of them to include: sewage and trash disposals, streets cleaning, public education, health care and many more. Similarly, James (2012) sees it as a component of administration that defines the interaction between providers (which could be government or private) and clients where they provide or offer a service, whether it is information or task and the client either finds value or loses value as a result of it. He went ahead to stressed that a good service delivery provides clients with an increase in value.

In a different direction, Steven (2014) stressed that service delivery is a new facet of public administration that centered on the qualitative provisioning of goods and service to the public and also ensures that the provided good and services meets the expectation and satisfaction of the public. Espousing on the same idea, Davidson (2016) has defined service delivery as an organized process of ensuring that clients, consumers or customers' needs, expectation and satisfaction are fulfilled. He went further to stress that the idea behind the concept of service delivery is to render qualitative service and meet the needs of the target audience. Olowu (2010) sees it as mutual relationship between service provider (which could be the state) and its beneficiaries (the public).

The public administration system of a country comprises the civil services, the special purpose bodies and the local authorities. The primary responsibilities of the mentioned system are to deliver services that the private sector may not deliver at all or to deliver services to those who cannot afford the market price of the product (Oluwu, 2010).Principally, the ability of a government to legitimately tax and govern people is premised on its capacity to deliver wide range of services that is needed by its population or the society which no other player will provide. In another word, government owes their existence and their legitimacy to the fact that there are services in which the possibility of market failure is great (Oluwu, 2020).The traditional explanation for government organization begins with an analysis of what constituted this category of services. Goods and services that required exclusion, jointness of use or consumption and not easily divisible are regarded as public goods and services.

Ostrom and Ostrom (2010) classified services delivery in several ways. They stated that those services that can be financed by the user charges are referred to as *utility*. Those that can only be financed by taxes are referred to as *services*. A distinction is made between social and economic services and between basic or local or community services which are expected to be provided by local government and non – local or regional or national services. Increasingly, interest is shifting to the possible roles of private sector, voluntary organizations, and communities in improving the delivery of public services. In particular, advances in technology have increased the possibility of greater

involvement of several institutional actors in the provision of services.

Moreover, the pressure toward greater – citizen involvement in decision making in government has compelled government everywhere to seek to increase the quality of government services at a time when the available resources for delivering services have declined. Osborne and Gabler (1992) mentioned two fundamental notions that have changed the thinking of service delivery. According to them, provision can be separated from production. The stressed that the primary responsibility of a provider is to aggregate and articulate the demand of its constituents and to raise the funds using its coercive governmental power over the citizens to finance public goods. The mentioned the second notion as the growing recognition by governments that they do not need to dominate the provision of services; that they only need to provide the enabling environment and play their own roles in an increasingly complex governance environment

Concept of Gender-Job Categorization

The word gender job categorization is a new word that is coined from the word gender category. It was first coined in 1975 during the Women World Conference that was held in Mexico. It was used to define how work and job are classified based on gender. According to Cole and Kelly (2000), gender job categorization is a system of job rating in which employees are classified based on their sex. They stressed further that structuring and placement on job based on the ground of gender is a practice that is age long and in almost all society.

Wechen (2021) stressed that gender job categorization entails structuring, classifying and defining job based on natural characteristics such as sex. He went further to say that it is a norm and a practice that has come and stay with the world. He stressed further that:

> The world has never been a fair place. Class and grouping for long has been a way of life. Women, right from the inception of time are never seen as the same with the male folk. The world is defined as the world of men. The age, the privileges, and the opportunities that are being accorded to them are not only in the work place; it is in all spheres of life.

Kamal (2019) sees the practice of gender job categorization as a form of job evaluation in which the male and the female folk are assigned task, responsibility and functions base on their gender. In the same direction, Moses (2021) sees gender job categorization as a process of occupational segregation and sex-typing of job in which tasks and functions are defined base on gender.

A comprehensive definition is the one that was provided by Young (2021) who defined gender job-categorization as a system of structuring, grouping and defining of work, task and responsibility base on complex combination of genetic, body, social, psychological and social elements, none of which is free from possible ambiguity or anomaly. He went further to stress that the categorization on the jobs have been used to justify male-dominated societies in which women have been given inferior and secondary roles in their working lives.

From the foregoing, it can be said that gender job categorization is a practice in which job, task and responsibilities are assigned on a job based on physical disposition and biological characteristics – maleness and femaleness. The social category that is the male and the female is defined on the basis of varying cultural assumptions about the attributes, beliefs and behaviour expected from the males and the females groups.

Nature of Gender-Job Categorization on the Job

Globalization amongst other factors is changing the nature of the workplace and a result, leaders and management should ask how they can make best use of human resources to meet organisational goals. Right from time immemorial, jobs, tasks and functions in both formal are informal organizations were structured along gender classification. The ancient practice traced its root from our tradition, custom, culture and religious practices where one gender is considered more superior than the other (Young, 2021).

The practice is in the formal sector just like it is in the informal sector. In the formal sector, it is mostly not in the organization's policy but it is in their culture and behaviour. In the informal sector where activities are not organized and are not done by skills, it is not only pronounced but being defined and labeled because of the structure and physicality o task. The sector is also closer to the traditional society where things are done unsystematic, unscientific and unorganized.

Sani (2020) states that the domineering of the women folk did not start at the work place; it has a long history. He stated that men by nature are domineering beings and most religious groups did not see the female gender category as equal with the men category. He cited instances where women according to the Bible were told not to talk in the church but should rather ask their husband and so also in the Qur'an where they were asked to stay at the back. He went further to cite example with the practice in the northern part of Nigeria where women are kept in seclusion, a condition that is called the purdah (Young, 2021). In most societies not only in Nigeria, women are not seen as the same with the male counterpart and this is why the issue of gender balancing, gender equality, affirmative action and many others are surfacing. Yesuf (2022) stressed that any attempt to fight any gender differences is seen as rebellion and those who championed such action are labelled as feminist or women right activist.

Ideology is also serious issue that influences gender-job categorization. The two poles have different orientation when it comes to gender-job classification. The practices is in the two poles but it lesser or not too pronounced in the capitalist society that the socialist states. In some capitalist states like U.S.A, England, France, Germany and many others, the issue of gender differential has been nipped in the bud. These societies have overcome this menace; the women folk enjoyed a lot of opportunities just like the male folk and this makes them to come with slogans like- "what a man does, a woman can do better", "it is the women that keep the world going" and many others. In these societies, women are seen in different fields and occupations – military, police, para-

military, public service, private sector and many others (Yesefu, 2022). It does not stop at that, women occupied different positions and no any ceiling is placed on their aspiration. The situation is different in socialist community. The socialist community is guided by restriction and women are considered as the weaker vessel. In most of these societies, women are restricted in a number of activities – sport, military, police, para-military and many others. This is why there are a number of protests in recent times in countries like Korea, Afghanistan, Iran, Kuwait, Iraq and many others on these restrictions (Cinjel, Ibrahim, & Lawan, 2019).

In the public and the private sector, works are also classified base on gender. It may not appear in the policy statement of this organization but it is in their culture and practice. Private sectors that are profit driven most at times prefers men to women because of the women nature – she must attend to her family, do family work, take care of the children and many others. This and many factors make the private sector to believe that the best cannot be gotten from this gender category and if they are considered, it is not on every job and the jobs comes with certain conditions – she must not be married, she must not be a nursing mother and many others(Wechen, 2020). In the public sector, the women are employed in the public service but the proportion to men is not the same. This is why they are not like the men in fields like the military, police, custom, immigration, transport sector and many others.

The situation in Nigeria is not different, the constitution and the written policy of most of the organizations do not have any written policy against placing and assigning women on the jobs and functions but in practice, it is in existence and that is why there are more clamour for affirmative action on jobs and recruitment. In the past, the justification was that the proportion of learned men is more than the learned women but what of the present time that education is for all and parents are now exposed and at the moment, gives equal access to all the gender with regards to educational opportunities. Anecdotal evidence and observation show that the proportion of men to women on jobs such as military, police, paramilitary, lecturing, custom is not the same and where they seem to be employed, they are not assigned on the jobs and on tasks like the male counterpart. Sanni (2015) have this to say:

> Placement on the job is polarized in both the public and private sector in Nigeria. I have never seen women among our security chief (Army, Naval, Airforce, Police and many more). In the military, the women general are countable, the police AIG, Commissioners of Police that were women are few. In the National Assembly, they are few. Directors and permanent secretaries in the public service are few. They are employed but most of them are at the bottom level.

Gender- Job Categorization and Task performed in Nigerian Postal Service (NIPOST)

Nigerian Postal Service (NIPOST) just like any organization in the public sector has its written policy which contains its manpower planning, utilization and development, staffing process and job structure and analysis. The organization does not have any written policy that support segregation on job plans. It is

deeply enriched in its culture and behaviour. Right from inception, tasks in the organization possess masculine outlook (Young, 2022). A lot of task requires physicality, strength and a lot of analytical thinking. These tasks have not been simplified till this present time so that all and sundry can participate. In advanced societies where technology strives, most things are not done manually and the use of human strength (manpower) has long been substituted in handling task in their postal system (Young, 2022).

In Nigeria, the postal service is operating manually and a lot of tasks require physicality and strength. Jobs are structured in such a way that result can easily be achieved. An observation on how tasks are being carried in the organization shows that functions such as dispatching, assembling, loading and offloading, packaging, sorting and many others are assigned to the men folk. The proportion of men to women on these assigned tasks is much while task like stamping, issuance, records and documentation were mostly occupied by the female folk (Cinjel**,** Ibrahim & Lawan, . 2019).
In Nigerian Postal Service (NIPOST), headship of units and zones are mostly dominated by the male folk and the ratio of men to women in committee is not proportional. This may be because of their population and the nature of tasks in the organization. Most of the committees that were set are headed by the male folk and beside that, they constitute majority of the membership (Young, 2021).

A lot of spectators traced the stereotype and classification of job and task to the masculine nature of task in the organization and some sees it as a product of the environment. Nigerian Postal Service (NIPOST) just like other postal system in other countries was fashioned out with a masculine work nature; its operation and tasks are more masculine oriented and thus juxtapose the existing of job title such as- *postman*, *delivery man*, *post manager*, *post master*, *deputy post master*, *dispatch man* and many others. What happened to the other gender outlook? And why not gender-neutral like other conventional organizations? This to some spectators justified why the organization categorized tasks (Wechen, 2020).

Environment is also a strong issue that influences gender job categorization in Nigerian Postal Service (NIPOST). The grading and ranking of task may not be equal; it may be due to their proportion. Possibly men applied more for the job, men have more interest on the job in the organization than the women folk or the recruitment pattern in the organization favours men than women. These factors are the product of the environment and not the system and they can contribute to disparity on placement and task (Cinjel, Ibrahim, A & Lawan, 2019) .

The orthodox practice and the use of manual or physical strength to carryout task can give the male folk edge in term of recruitment, selection and placement on assigned task. Men by nature are energetic, physical, observed pressure and can perform well on physical works than women. Their natural disposition places them ahead. This may possibly be the justification why they have edge, privilege, opportunities in terms of recruitment, placement and assigning on task and many others than the female folk(Cinjel, **,** Ibrahim & Danjuma, 2018).

Empirical Review

There seems to be very little empirical literature on gender job categorization and service delivery. However, various scholars and professionals in America, Europe and particularly in some African countries have conducted research on the subject. It is a general belief by most of these scholars that any organization that structured its job and task according to gender are not competitive and more conservative in their policies.

A study of Kakucha (2000) conducted in Cairo and using a sample of 30 employees in a public organization shows that job structured, that is based on gender affect job satisfaction and weaken competition. The study used the qualitative method alongside regression analysis to evaluate the relationship between gender-job categorization and productivity. The findings of the study reveal that organisational culture and environment influences many organization to structure their function.

In South Africa, Oseifu and Gyek (2013) investigated the existence of job differential in the public organization in Vhembe District and Limpopo province of South Africa. The objective of the research was to determine the relationship between job structure and team spirit. In the study, 31 questionnaires were distributed to the mentioned province. Taro Yamane formula was used to determine the sample size while stratified sampling technique was used to distribute the sample. Frequency count, percentage and charts were used for presentation while chi-square was used to test the hypotheses. The results of the study reveal that gender differential on task affects effective service delivery and this could lead to poor organisational performance and ultimately failure.

In Nairobi (Kenya), Enge (2013) examined the relationship between gender job differential and employee's commitment. The study was carried in both public and private organization. The study utilized the quantitative method and multiple regression to analyze a sample size of the 4 organizations. The finding of the study shows that there is a strong positive relationship between job differentiation and employee's commitment.

Jamba and Nguyi (2015) examined the influence of job gender differential on labour turnover in an organization. The variables they considered were quality, commitment, performance and teamwork. Stratified sampling technique was used to select a sample of 137 to respond to the questionnaire. The research findings show that gender job differentials affect commitment, teamwork and performance.

In Ghana, Achampo (2014) examined the effect of job differential on the performance of employees in Accra and Upper Volta. The data of the study were collected through questionnaire as well as interview. Data was analyzed using descriptive and inferential statistics. The variables considered are: gender discrimination, gender stereotype and productivity. A total sample of 117 was chosen for the study. The result of the study shows that there is a significant relationship between gender differential on the job and organisational performance.

Khandelwal,(2012) in his study on Gender Stereotypes at work: Implications for Organisations noted that stereotypes and

perceptions of Indian women in the workplace appear to have a significant negative impact on the position of women managers. The study suggested that male Indian managers are viewed, stereotypically, as working in the areas of sales, marketing and production; being good leaders, decision makers and bosses; and handling challenging assignments. On the other hand Indian women are viewed as working in HR and administrative positions at low junior levels.

Heilman, Wallen, Fuchs and Tamkins, (2014) in their study demonstrated that women who succeeded at a male gender-typed job were penalized through negative evaluations of their personal traits. While they were seen as having the genetic qualities needed for successful performance, they were described as being downright interpersonally hostile: abrasive, pushy, manipulative and generally unlikeable. In a systematic investigation, women who exhibited stereotypically masculine characteristic were less liked and less likely to be considered for promotion or job opportunities , even though they were considered as competent as male employees.

Sani (1997) conducted a study on gender, class and the public service in Nigeria. North-Eastern Nigeria was used as the study area. The study adopted mixed method research design as the research design of the study. *Krejcie* and *Morgan* formula were used to determine the sample size of the study. Cluster and simple random techniques were used to select the respondents for the study. The study generated data from both primary and secondary data. Descriptive statistics were used to present and analyse the data that were collected from field. Regression analysis was used to test the formulated hypotheses of the

study. The study Tyohmba(2014) conducted a study on *gender differentials in the informal sector* in Benue State. He utilizes a mixed method research design. *Taro Yamane Technique* was used to determine the sample size of the study. 350 was the sample size utilized and simple random and systematic sample technique was used to select the respondents for the study. Both primary and secondary data were used for the study. The study found that gender imbalance and differential is more commonin an informal sector than in the formal sectorinevealed that gender categorization has significant effect on employees' performance

Hamisu and Kamal (2017) carried a study on *gender, work* and*societal values*in North Eastern Nigeria. A mixed method research design was adopted for the study. 350 samples size was used and this was determined using *Kish* and *Leslie* formula of sample determination. Simple random and purposive sampling was adopted for the study. The data of the study were generated from both primary and secondary sources of data collection. The study uncovered that the societal values in the North eastern geo-political zone of Nigeria has significant influence on job categorization.

Mwaniki(2004) conducted a study on achieving *gender balance in* the manufacturing industries: Challenges and prospects. North Central geo-political zone was used as study area. Survey research design was employed as the research design for the study. *Dillman* sampling formula was used to determine the sample size of the study. The study uses 450 as the sample size of the study and simple random and area sampling was adopted for the study. The study generated data from both

secondary and primary sources of data collection. The result of the study shows gender differentiation has significant effect on employees' productivity

A lot of studies were carried out on gender and job categorization but only little of such studies have been directed toward investigating and establishing the connection between the categorization that is involved as a result of gender and its implication on service delivery. Most of the conclusions from these studies are too general and in most of them, specific salient issues are noticeably buried. Some of these studies are tainted by profound emotionalism and accumulated biases and that is why they mostly lose their scientific objective. Our attempt in this study is to fill the gap created by these studies and this is done by presenting a dialectical relationship between the gender categorization on the job and the tremendous effect they have on service delivery in NIPOST and the public sector at large.

Theoretical Framework

The study is anchored on Perceived Discrimination Theory (PDT). The theory was developed by Barak in 1990. The theory states that if an employee or group of employees perceived that they are unfairly treated in a workplace on the basis of sex, age, ethnicity or any certain characteristics; he or she will not be motivated to perform or render his or her service effectively. This study was built on the perceived discrimination based on gender. The perceived discrimination based on gender is a facet of PDT which states that if a particular gender has perceived that it is not

being treated fairly on the ground of gender, such gender will be discourage to perform well or render its expected service effectively. The PDT covers several areas of discrimination in a work place – stereotype, prejudice, imbalance, class definition or categorization, segregation and many others. The theory is applicable to the study in the following ways:

a. **Ratio of the Gender:** The population of the workforce place in Nigerian Postal Service (NIPOST) is not fairly distributed among the two gender categories. The male category has higher proportion than the female folk. This and many other factors are bound to create fear and perception of discrimination.

b. **Attitude of the Gender Categories:** The attitude of the two genders toward work is not the same. The male folk were more committed, punctual, dedicated and tend to give their best. While the other category that is perceived to be marginalized displays poor attitude like- lack of interest on the job, lack of commitment, not punctual and many more.

c. **Placement on Task:** This is also another area that tends to create eye brawl. Tasks are assigned in the organization disproportionally. A certain gender is placed on prominent task while the other is placed on less prominent tasks. In Nigerian Postal Service (NIPOST), the male category is placed on essential task while the female category was placed on menial tasks. There are different explanations to justify that action but despite all the buttressed reasons, it is a point that

raises contempt and the other category perceives it as a discriminatory act.

d. **Headship and Appointive Position:** This is also another area that tends to create conflict of interest. Most of the unit heads, head of zones and head of department, directors, etc. are dominated by one gender group. The other group perceived it as discrimination while the other group sees it as competence and population issue.

e. **Result:** This is also another serious factor that is used to accord privileges and opportunities in the organization. It is equally perceived and adjudged that the male category produces more result in term of performance and commitment on assigned functions than the other category and with this; they were placed on strategic roles. The other category perceives the treatment as unjust and marginalization.

f. **Suitability on Task:** This is also another area of concern. Most of the tasks in the organization are carrying masculine work attributes. They are not fashioned out in such a way that it will attract the female category. Activities like delivery by vans, loading and offloading, dispatching and many others tend to work well with the masculine category than the female but it is perceived as unjust and a discrimination.

g. **Nature of Task:** A lot of persons that applied and show interest for the job and on the job are the male category. Using facilities like the van, lifter and many others requires physicality and strength; definitely, the male would be the ones to use these tools and devices and the other gender will be less involved and this may generate some comment.

Methodology

Descriptive statistical tools which consisted of tables, frequency counts and percentage was used to analyze the collected data, while the two hypotheses for the study were tested using Pearson's chi-square cross tabulation statistics, all with the aid of SPSS. The population of the study is made up of 1176 staff of Nigerian Postal Service (NIPOST) in the headquarters and other zones and units of Nigerian Postal Service (NIPOST) in Abuja.

The table below shows that the proportion of men on task like delivery, dispatching, assembling, sorting, loading, offloading, packaging are more than the female folk while tasks like issuance, stamping, recording, documentation and many others were the task that are pre-occupied by the female folk.

Table1: Jobs and Proportion of Categorization in NIPOST

Task	Men folk	Female folk
Delivery	98	2
Dispatching	97	3
Assembling	95	5
Sorting	70	30
Issuance	10	90
Stamping	20	80
Loading	95	5
Inspection	50	50
Recording	30	70
Documentation	20	80
Sealing and packaging	20	80

Source: Nigerian Postal Service (NIPOST) Handbook, 2023.

This is the combined population of the staff in the organization as at the time of this research.

From the population, Cochran's finite population correction statistics was used in determining a sample size of 301 for the study. The formula is denoted as:

$$N = \frac{n_O}{1 + \frac{n_0 - 1}{N}}$$

Where:

n = adjusted sample size

n_o = Correction factor $n_o = \frac{Z - pq}{e^e}$

4 = Population size for the study

To determine the sample size for the study, we assume the following:

$Z = 1.96 (i.e.\ 95\%\ confidence\ level)$

P = Estimated proportion of an attributed that is present in the population (Estimated at 50% or 0.5)

$Q = I - P$(The proportion of an attribute that is not present in the population (estimated @ 5% or 0.05)

To obtain n_o (Finite population correction factor), we substitute in $Z^2 - \frac{pq}{e^2}$ as follows

$$n_o = \frac{1.96 \times 1.96 \times 0.5 \times 0.5}{0.05 \times 0.05}$$

$$= \frac{0.9604}{0.0023} = 384.16 = 384$$

Therefore,

$n_0 (finite\ population\ correction\ factor)$ is 384 substituting in the formula $n = 1 + \frac{n_o}{\frac{n_0 - 1}{N}}$

Above, we obtain:

$$= \frac{384}{1 + \frac{384 - 1}{176}} = \frac{384}{1.06795} = 150$$

Therefore, the sample size of the study is 150. The respondents for the study were selected using purposive sampling technique which used certain pre-determined set of criteria to select those adjudged to possess some of the issues involved in gender and service delivery. Both secondary and primary data were utilized. The former would be 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 main instrument used for the collection of data for this study is the questionnaire. The said questionnaire that was used by the study consisted of 18 close-ended items (3 on the demography of the respondents and 12 on the research construct of the study) with the latter set on the 5-point Likert type scale.

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 the study was assessed for content and construct validation. The result of reliability test carried out on the questionnaire showed that it has a Cronbach's Alpha Index (CAI) of 0.81, which was considered appropriate for the study.

Descriptive statistical tools which consisted of tables, frequency counts and percentage was used to analyze the collected data, while the two hypotheses for the study were tested using Pearson's chi-square cross tabulation statistics, all with the aid of SPSS.

RESULTS AND DISCUSSION

Response Rate

The table below shows the rate of responses, rate of return, the number of invalid and number that were not retrieved. During the field work, 150 questionnaires were administered to the staff of Nigerian Postal Service North central Zone by the Researcher, the valid or rate of response was 140, 6 were not returned and four (4) were returned incomplete and were classified as invalid

because of disproportional response.101 males and 43 females filled the questionnaires.

Table 2: Rate of Response

Questionnaire	Numbers	Percentage (%)
Distributed	150	100
Retrieved	144	96
Valid	140	93
Invalid	4	2.6
Not retrieved	6	6.6

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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 3: Demographic Data of Respondents

S/N	Characteristics	Category	Number of Respondents	Percentage (%)
1.	Age	18-30	29	20
		31-43	87	60
		46-60	28	20
		Total	144	100
2.	Gender	Male	101	70
		Female	43	30
		Total	144	100
3.	Educational Qualification	Postgraduate	30	21
		Degree/HND	59	40
		NCE/ND	29	20
		SSCE	26	18
		Total	144	100

Source: Field Work, 2023

The table above shows that a greater percentage of the respondents fell within the age bracket of 31 to 41 at 60% while the economically active age of 18 and 30 has 20%. What this indicates is that those that supposed to be agile, vibrant and actively working were less and this may be due to it longed of inactive in recruitment exercise of new employee.

The respondents gender as displayed in the table indicate that the male folk were more than the female folk just as it was in the sample and the population of the organization. This issue has been a major concern in Nigeria and this was the major reason that prompted the study. This differentials in the size of the gender has enormous effect on service delivery

Finally, the table shows that the educational levels among the respondents were fairly distributed among all the categories. Virtually, all the respondents were educated, 40% having Bachelor's degree certificate, 20% have their post graduate degrees. National Diploma

(ND) and NCE holders were 20% while the reamaining18% possesses SSCE thus disagreeing with the demographic findings of Isyaka (2015) that stated that most staff in the organization are not well educated. These statistics further indicate that most of the respondents had higher education while a relatively small percentage has at least high school education necessary for the respondents to have an informed knowledge on the subject of the study.

Hypotheses

The hypothetical statements of the study were tested using chi-square and regression analysis. These tools were used to determine whether the predictor variables in the probit analysis have significant effects on the responses. The test conducted at 95% confidence interval and 0.005 level of significant. 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

H_0: Gender-job categorization has no significant effect on service delivery in Nigerian Postal Service (NIPOST).

Hi: Gender-job categorization has significant effect on service delivery in Nigerian Postal Service (NIPOST).

(See appendix 1)

Table: Multiple Regression Analysis of Hypothesis one (1)

Model/Summary	Unstd Coefficient			Std Coefficient		Collinearity Statistics		
	β	Std. Error		β	T	Sig.	Tolerance	v/f
Constant	.756	.340		2.224	.002			
	.158	.053	.194	2.953	.002	.804	1.244	
	.197	.071	.174	2.750	.007	.684	1.462	
R^2	.436							
Adj. R^2	.419							
Sig.	.000							
F-value	25.714							

Source: Extracted from IBM SPSS Version 21

(See appendix 3 and 4)

Multiple regression was utilized to test the hypotheses of the study depicting the effect of gender Job categorization on service delivery in Nigerian Postal Service (NIPOST). Regression analysis is usually used to ascertain the effect of one or more variables upon another. Multiple regression analysis was conducted only after meeting its principal assumptions. Normality of the data was checked using various descriptive statistics and the data was found to be normal. Linearity adequacy of sample and issues of multicollinearity were also checked and found to be within the acceptable range.

The first hypothesis was tested using multiple regression in order to determine the collective effect of the independent variable on the dependent variable. The results in the table showed that job categorization has significant effect on service delivery in Nigerian Postal Service (NIPOST). The result of the collinearity statistics also shows that all the tolerance indicators are higher than 0.1 and its variance inflation factor (VIF) values all lower than 10. It is therefore clear that that

problem of multicollinearity, collinearity or singularity does not exist among the variables of this study (Pallam, 2011).

Furthermore, the table shows that Independent Variable (IV) has a coefficient determination (R^2) value of 0.436 and a p-value of 0.000. This implies that the combined effect of the IV explained by 3.6%. The difference however which is approximately 56% of the variance of dependent variable is by other factors not included in the model.

Therefore, considering the decision

rule based on hypothesis

Reject H_0 if $p \leq 0.05$

Accept H_i if $p > 0.05$

At 95% confidence level and 5% significant level of data signifies that job-gender categorization affects service delivery. The p-value of the model been 0.000 > 0.05 signifying that the alternate hypothesis is accepted.

Hypothesis Two

H_0: Gender - job categorization has no significant effect on the job performed in Nigerian Postal Service (NIPOST).

Hi: Gender - job categorization has significant effect on the job performed in Nigerian Postal Service (NIPOST).

Table: Pearson Chi-Square Test

	T-value	Df	Asymptotic Sig (2-sided)
Pearson chi-square	38.79	8	.000
Likelihood Ratio	168.203	8	.000
Linear by Linear Association			

Source: Field Work, 2022 (SPSS Version 21)

Result: From the computation above, the Pearson chi-square $\chi^2 c = 38.79$, while the chi-square tabulated $\chi^2 t = 13.507$ at 8 degree of freedom (df) and 0.05 alpha level $(\chi^2 c = 38.79, p < 0.05)$. Thus, the Pearson chi-square calculated value is greater than chi-square tabulated value $(\chi^2 t = 15.307 \ at \ p < 0.05)$. On this basis, we can therefore reject the null hypothesis and accept the alternative hypothesis and conclude that gender job categorization has a significance effect on the nature of task performed in Nigerian Postal Service (NIPOST).

(See data collected attached as appendix 1 to 4).

Findings

Two objectives were set in this research study. The first objective of the study was to determine how gender-job categorization in Nigerian Postal Service (NIPOST) affects service delivery. Findings of the study showed that gender-job categorization has significant effect on service delivery *(see appendix 1and 3)*. This is line with Johnson and Peterson (2010) who opined that categorization based on gender can promote unhealthy rivalry and poor service delivery on the job.

The second research objective was to examine how gender – job categorization of employees affect the job performed in Nigerian Postal Service (NIPOST). The finding shows that the jobs performed in Nigerian Postal Service (NIPOST) has significant relationship with gender-job categorization. *(see appendix 2 and 4)*. It looks at the structure, functions and the behaviour of groups and individual within them. Job perform by Nigerian Postal Service (NIPOST) have masculine outlook and design. These outlooks and designs make most of the tasks to be assigned to the male folk over the female category. This may be the reason why the organization recruited more male than female and why the female are not attracted by the organization and their interest on the job is low. This finding is in line with Yesufu (2012) who stressed that a workplace where interest on the job is low and where some groups are given more priority or preference than the others affect the performance of the group that is not given prominence.

Conclusion and Recommendations

Gender-job categorization in socio-economic and political policies is a global phenomenon. In backward societies, such practices have exacerbated the socio-economic conditions of women who have continued to be subjected to various forms of stereotype and discrimination. Notwithstanding, the role women play in production, their differentiated responsibilities in the entire relations of production have reduced them to condition of stereotype and subordination due to the patriarchal nature of the society.

The women category in most organizations and in most societies have more often than not, been neglected and ignored and consequently turned out to be the victims rather than beneficiaries of the labour and other economic activities. In order to recognize the vital role the women play in production, there is the need to strategically advance their status in all the specification and ramification of all societal productive activities. However, their direct participation, in all activities should be a priority.

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

i. Nigerian Postal Service (NIPOST) should create an equal opportunity policy- a written statement of commitment of a fair nondiscriminatory categorization of jobs. This will discourage glass ceiling and labeling of tasks with a particular gender category and give the female folk the opportunity to be involved in mail delivery especially to houses that men are prohibited from entry due to religious beliefs or culture.

ii. Nigerian Postal Service (NIPOST) should ensure that task, Job title and description be based on skills, expertise and competence. This would go a long way to give self-acceptance and belonging to the entire gender category

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