



Diversity management and its impact on career advancement of women in Nigerian tertiary institutions

Shukurah Adegoke Tijjani¹, Yusuf Abdu Yusuf² and Naziru Mohammed Musalli³

*Department of Public Administration, Faculty of Management Sciences,
Bauchi State University Gadau, Nigeria.*

Corresponding Email: shukurahtijjani1990@gmail.com

Abstract

The research was carried out to determine the diversity management on career advancement of women in Abubakar Tatari Ali Polytechnic, Bauchi. A simple random sampling technique was used in selecting 250 respondents for the study. Data were collected using structured questionnaire and analysed using both descriptive and inferential statistical analysis. The result of study shows the response rate where by 250 questionnaires were distributed in which 89% were returned and 11% were missing out of which 12% were rejected and 88% were used for the analysis. Furthermore, the correlation test found that correlation exist between the variables, therefore the condition is adequate and sufficient from conducting regression analysis. Regression analysis reveals that some of the independent variables are significant predictors of women career advancement while others have shown predictive power against women career advancement but with insignificant effects. The study concluded that age discrimination, fairness experience, gender inequality and religion discrimination were factors positively and negatively affecting women career advancement. It is recommended therefore, that government and organizations need to keep and sustain women in the workforce, utilize their skills and knowledge to develop highly functioning society for long-term development. To achieve this, organizations needed to create an enabling environment whereby women were effectively integrated, empowered and encouraged to continuously seek for career advancement.

Keywords: Career, Fairness, Gender, Religion

1. Introduction

As the zeal to priorities talent became a priority in the world, diversity management and inclusion gained relevance. Diversity management for instance got easily spread out to various organizations in the world. It got popular and a vital strategy to manage talents in excelling organizations. Superseding it origin as a measure to gender discrimination and many discriminatory practices, happening to many organizations. As of recently, a survey conducted by the Society for Human Resource Management (SHRM, 2018), on diversity management established that many organizations have implemented policies relating to promotion of diversity management and women inclusion in all aspect of the work in the

organizations. Perhaps this shouldn't spark a surprise especially with private organizations seeking to maximize profit through diversity management and women inclusion; this can be used as a measure to promote sales revenue, attracts customers and improved productivity, (Jayne and Dipboye, 2015).

Even though modern organizations were increasingly faced with various challenges as a consequence of globalization and speedy advancement of technology and current economic turmoil. In this kind of environment, one of the pressing challenges includes changes in workforce demographic structure, particularly a rise in the number of women working with various organizations. As of today about



sixty-three percent of the workforce in countries of the European union is occupied by women, in all of these, women career advancement to managerial positions in the employment sector is steadily low and their progress towards managerial career is still very slow (Senden & Visser, 2014).

Many attempts have been made by various organizations to implement policies relation to women inclusion in the managerial position to improve the career advancement of women workforce, some of these organizations particularly focused on recruitment process, mentorship or flexible work forms (Kottke & Agars, 2015). Undoubtedly, a very significant progress had been recorded in advocating for the cause of diversity management in organizations in the immediate decade, this campaign is predominantly championed by Non-governmental organizations supported by political leaders in Africa. Women were now mainstreaming to the labor force, where is dominated by their male counterpart for a very long time which is a huge ladder for the career advancement, providing them with the requisite to aspire for greatness. (ILO, 2015). This is evidently shown in Nigeria as the number of women continues to double their numbers in all interested careers which include academics, engineering and medicine. With all these advancement, women in Nigeria occupied very little percentage of the managerial position, even in areas where women were encouraged to take up roles, still leadership position in those areas were dominated by men.

Previous research has documented barriers that prevent women from advancing in their careers. Brown, (2020) talks about the pervasiveness nature of gender disparity which posit to exist usually in the managerial positions. Other identified barriers include the absence of effective management training programs, access to training and development opportunities, inadequate compensation systems, inflexibility of work schedules, and absence

of programs to balance work-life demands (Polat, Arslan & Dincer, 2017). However, little attention is given to studying diversity management and the women career advancement in Public Tertiary institutions specifically in Nigeria. Therefore, specific emphasis will be accorded to areas of age discrimination, fairness experience and gender inequality and religion discrimination. These highlighted variables were considered against generally career advancement for women at least in the Nigeria context.

For almost a decade, Nigeria experienced a situation of female students doubling their numbers year after year, becoming at par with their male counterpart in higher and lower education, (Ajayi, 2017). The consequences of this perhaps had resulted to increase in the participation of women in country workforce, having obtained the needed requirement to take up jobs, particularly the government employments. Based on women's higher level of achievement and perceived motivation to invest more in their career development, it is assumed that sooner or later women would outnumber men in the middle management positions, and eventually more women would occupy the top level positions. However, in reality, this is not the case. Majority of educated women remained mostly at the middle management while the top-level positions remained dominated by men (Wang, 2015).

Numerous studies were conducted on this by previous scholars. For instance, Stier and Yaish, (2014) examine the effect of job description and gender domination on quality of job, another research conducted by Spurk, Kauffeld, Barthauer and Heinemann, (2015). Also investigate friendly networking behavior and the planning of women career in Nepal. However, little attention was giving to studying diversity management and its impacts on career advancement of women which is a gap that this study intends to fill in. Therefore, the purpose of this study was



to undertake a quantitative study of the impact of diversity management, career planning on career advancement in Tatari Ali Polytechnic Bauchi

2. Literature Review

2.1 Diversity Management

Diversity management can be conceptualized to mean a series of policies and principles observed aiming to greatly manages the existing diversities in organizations, even when its perceived to be relatively odd, various authors have had a different idea on the concept of Diversity management, (Sabharwal, 2015). It is therefore indeed multi-disciplinary model to studying social equity, justice and variations in human resource using a scientific method (Sabharwal, 2015). Academically, the concept can be related to administrative studies, Sociology, personnel management and social-psychology. The concept therefore addresses variations in gender, age, race and region (Greene & Kirton, 2015). Organization Social justice may be understood to mean fairness application to personnel of different genders and race, (Hooley & Sultana, 2016).

Rajut and Talan (2017) opines diversity management to mean management of sociocultural and gender variations among workers of the same organization aiming to achieve a common organizational goal. At global level several organizations do consider implementing such policy to accelerate maximum productivity and uniformity within the organization this perhaps include, managing of demographic variations through a series of strategies to be implemented. Polat, Arslan, and Dincer (2017) recommended diversity management can best be successful through implementing of an approach that require versatility in managerial styles and leadership skills, including a series of inter-related programs and principles to be observed. Successful organizations ensure this through invibing a culture of onness in

the organization to promote diversity management, (Polat et al., 2017). The result of this usually present a situation of improved efficiency and effectiveness in the organization due to a sense of fairness given to every employee of the organization, (Rajut & Talan, 2017). Even though, many organizations were affected by the values and traditions of the living environment. However, a lot of women were joining the state civil service but the rate at which their advancing to managerial position is worthy of lamentation which in turn will definitely affect the productivity of these organizations (Credit-Suisse, 2021).

2.1.1 Gender Diversity

Gender maybe conceptualized to mean the variations of role attached to women and men at different capacities, the roles were dynamic over time also fit differently within different cultures. Gender simply explained the responsibilities and possible constraints including the duties and privilege attach to females in all context, equality of gender may also mean at par treatment between men and women, equal share of responsibilities, access to decision making, and the benefit of enjoyment, above all it includes equal respect for the both genders. In this case it is safer to say gender diversity is Gender diversity is a mother term widely been used to describe gender equality that provide a balance of interest between and among workers of the same organization (Williams et al., 2014). Recently with the growing effect of modernization, a few individuals indicate preferences to switch their gender from men to women and the vice-versa, or to some extent becoming a unisex human being. With this the traditional concept of gender is openly challenged. For these categories of humans their goal is to present a gender more than the outward appearance to the world, be it the world may classify them as having two gender or not at all, it is worthy to acknowledge that while many cultures and tradition favors gender diversity in the world, some cultures strongly discourage



gender diversity which had been the corner stone in women career advancement (Credit-Suisse, 2021).

2.1.2 Age Diversity

Age alludes to the various stages in one's day to day life cycle. Age diversity is the capacity to acknowledge various kinds of ages within working environment. Organizations need to acclimate to a maturing populace in different ways. Age diversity offers positive benefits for solid organizations, very much like some other kind of diversity in work and life. Treating individuals genuinely, paying little mind to age, is key to the standards of ethical business and ethical organizations. Robbins and Judge (2019) said the connection among age and workers performance is probably going to be a subject of expanding importance during the past ten years. As indicated by them, the explanations behind this are; first, the general acceptability that work performance decreases with expanding age. Also, the current work environment is described by older staffs. Thusly, a lot of businesses realize that more seasoned representatives mean a colossal possible pool of high greatness candidates. Thirdly, is the framework set by certain nations that ban mandatory retirement for example the USA? It is a typical to assume that as individual's progress in years, their abilities as far as deftness, strength, speed and harmonization starts to turn down and occupation could become exhausting and absence of scholarly motivation all adds to compressed efficiency.

2.1.3 Ethnic Diversity

Identity will be personality connected with a particular social or public practice. Ethnic diversity, then, alludes to the presence of various ethnic groups. In the US, numerous individuals relate to more than one ethnic gathering, and they could encounter ethnic diversity inside their own families. It is essential to look carefully to how people and various gatherings inside the functioning environmental elements communicate with one another at fill in as

organizations are turning out to be more flexible in its identity (Weiliang, Mun, Fong, and Yuan, 2014). it is essential for supervisors to have data on diversity and manners by which they can oversee ethnic assortment of their workforce in manners that will assist the organization with making the most of the helpful part of ethnic diversity while falling the adverse consequences that could grow out in type of contention or correspondence issues (Benschop, 2020), As per the social identity, social classification and closeness attraction speculations, when a workforce is ethnically different, it could bring about mental cycles like group-likeness, group-attraction and most terrible of group preference. The result of this might influence the ways of behaving of workers such that group individuals may just choose to incline toward those having a place with their ethnic foundation. This could likewise achieve a great deal of adverse results like; low information, less participation, less cohesiveness and even contentions. Moreover, it could prompt high turnover intension and less work fulfillment (Oerlemans, Peeters, and Schaufeli, 2019).

2.1.4 Career Planning

Grasping the low involvement of women in a patriarchy occupied industry (Loaned, 2014, & Sheu, 2016). if properly utilized social cognitive career theory (SCCT) considers more prominent comprehension of women' profession choice, initiative cravings, and the desired result for the success of women career. since the women values in the C-Suite and meeting rooms is taking a paradigm adjustment, government agencies and private companies are deliberately creating plans to select, enlist, hold, and advance high likely women. studies contended the significance of career planning for women who sought to progress into desired C-suites and meeting rooms (Evers and Sieverding, 2019; More, et al., 2015). More, et al. (2015) found that female workers saw career planning as useful when there was



authoritative help for profession versatility and diversity. More, et al. (2015) concentrated on the effect of mediations for proficient female workers in India. The creators directed an exploratory review utilizing the Pathways to Progress model to comprehend the intricacies of relational and proficient difficulties that ruin the advancement of women professionals and occupation accomplishment.

Essentially, Loaned (2019) underlined the significance of career planning and practical life readiness as a method for workers to direct their profession improvement. Besides, obstructions and interferences decline when organizations offer a broadness of training administrations and projects to assist representatives with flourishing in the working environment (Evers and Sieverding, 2019; Loaned, 2019; More, et al., 2015). Training design, along these lines, is fundamental to overseeing proficient hindrances. Boundary survival strategies and backing building techniques are only two of the answers for different phases of training advancement. Career planning intercessions, like formal tutoring, interpersonal organizations, independent preparation, studios, and training, empower women to complete their vocation desires. Furthermore, these drives and projects work on women mindfulness, offer abilities, and profession route strategies, and propel vocation self-directedness (Evers and Sieverding, 2019; Commend and Johnson, 2021; Loaned, 2019; Spurk et al., 2015; More youthful et al., 2015). Demulier, Le Scanff, and Stephan (2019) claimed career planning impacts vocation portability. The hidden cycles of career planning comprise of exercises and ways of behaving essential to vocation improvement. Profession objectives, self-adequacy, and result hopes are the social mental factors that impact career planning (Demulier et al., 2019). Past analysts concentrated on the viability of in the foodservice area, sports, medication, and the scholarly community (Demulier et

al., 2019; Evers and Sieverding, 2019; Praise and Johnson, 2021; Loaned, 2019; O'Neil et al., 2020; Spurk et al., 2015; More, et. al., 2015). Hence, career planning models could impact the professional success of women in the US auto industry. This study analyzed how DM is connected with the progression of women in Abubakar Tatari Ali Polytechnic Bauchi

2.2 Career Advancement

Research have shown that a significant number of women were recently mainstreaming in to workforce but not very significance of their numbers were advancing to the management cadre, (Somerville et al,2014) there had been a short while advancement in the 1980s the rate at which women advanced to the top management positions in various organization across the globe stalled, this could perhaps be associated with the rising gender discrimination in work place, as well gender segregation in working environment which may be used to mean employees categorization based on their physical biological characteristic, this had created a lot of disparity in the working environment with women taking up lower cadre function and men dominating managerial position.(Stier & Yaish, 2014).

2.3 Age Discrimination

Age discrimination offers positive benefit for solid organization, very much like some other kind of diversity in work and life. Treating individual genuinely, paying little mind to age, is key to the standard of ethical business and ethical organization (Robbins and judge 2019)

2.4 Gender Inequality

Gender equality is the work environment is the equivalent treatment and acknowledgment of the male and female in an association (Kumudha and Raji 2018) according to (Jacobs, 2016) even today the ladies 'situation or economic wellbeing inside in the general public is not the same as the of men as show by part of the women activist assumption. This implies that in social circumstance like the past female are



as yet considered lower than the males when it comes to social adequacy standards (Raji, 2018)

2.5 Religion discrimination

Religions doctrines and culture norms are two forces that bear overwhelming influence on human rights, generally (Abdulla, 2018) as a matter of fact all the major religion in the world share a universal interest and tradition of respecting the integrity, worth and dignity of all persons and consequently, the duty towards people who suffer, without distinction.

2.6. Organizational Justice Theory

The concept of organizational justice is been studied by researchers to mean fairness to all in working environment including men and women (Nicklin, McNall, Cerasoli, Strahan, & Cavanaugh, 2014, p. 244). *Nicklin et al.*, (2014) contend that the theory focuses on employee perception of fairness based on different rating scale of four, which include:

- i. Distributive justice; dealing with fairness concerning outcomes.
- ii. Procedural justice; dealing with the involvement of all genders in decision making process including the senior and junior staffs through decisions are determined.
- iii. Interpersonal justice; dealing with fairness in treatment between employees of the same organization in respect to the policies made.
- iv. Informational justice; this on the other hand deals w-ith fairness in information sharing, reality and verifiability of every information shared to, between and among the workers of every organization. (Colquitt, 2021; Jespen & Rodwell, 2021; Nicklin *et al.*, 2014.)

Ryan and Wessel (2015), pinpoint that a total comprehension of the above four framework, brings about efficiency and effectiveness in an organization which is a measure for organizational performance. According to Ryan and Wessel among these outcomes in which organizations should

understand to improve their overall performance include the employee perception of what constitute fairness, turnover, always the employee perception about commitment and job satisfaction.

The application of justice theory included attempting to studying unfairness and the promotion of justice. This theory therefore provided a solid theoretical foundation to understanding how diversity management is important to the advancement of women career. This theory explains perception of workers about fairness in the working environment (Greenberg 1987). Greenberg further explained how organizational justice theory broadened to cover variables as interpersonal treatment and fairness in interaction between and among all categories of employees in an organization. This fairness of interaction can be affected by the manner in which an employee supervisor respect and show civility an employee's evaluation of how their supervisors demonstrated dignity, respect, and civility to them.

2.6.1 Relevance of Organizational Justice Theory to the Study

Organizational justice theory was relevant to this study because it gives room for the understanding of workers opinion on fairness in the workplace. The purpose of the study was to analyze how Diversity Management is related to the advancement of women in the Abubakar Tatari Ali Polytechnic Bauchi. The general purpose understands the reality that higher educational institutions can heavily rely on for the improvement of women inclusion in the management team. This finding is therefore expected to offer a better insight about the perception of women on what constitute fairness in working place, women views about this may assist in cutting down the obstacles on the way to women success and accomplishments which in turn may bring about satisfaction in job. Theory of Justice in the Organization offered a better approach to understanding female employee reactions to Diversity



Management which were purposely designed to eliminate factors that brought about gender discrimination in the workplace and help aid women in overcoming glass ceiling obstacles to greatly advance their career.

3. Methodology

Research design refers to the overall strategy to be utilized in carrying out the study which defines the logical steps that should be taken in answering research questions of the study (Cresswell, 2013). Research design equally gives the researcher the suitable strategy to integrate different components of the study in a careful, logical and coherent manner (Sekaran & Bougie, 2013). The proposed research design to be used in this study is Survey research design which tries to explain the phenomenon under investigation without any attempt or intention to control or influence its outcome. Moreover, the study intends to use quantitative approach by collecting data in a cross-sectional manner. The study's basic preoccupation is to collate data concerning the experience of female staff of Abubakar Tatar Ali Polytechnic Bauchi, Bauchi State.

This study will adopt survey method of research. Therefore, the primary source of data was used, in an attempt to answer the proposed research questions and to test the formulated hypotheses. Specifically, questionnaire was used to collect the primary data on the opinion, perception and views of the female staff of Abubakar Tatar Ali Polytechnic Bauchi State. Specifically, the perception of the female staff on the highlighted variables of the study were collated. Questionnaire were defined as set of written questions arranged in an orderly and organized manner along with the different choices of answers devised for the purpose of eliciting response from the respondents (Sekaran & Bougie, 2013). Generally, questionnaires were open-ended or closed-ended. Close-ended questionnaire

were utilized for the purpose of this study. Close-ended questionnaires are questionnaires for which the researcher provides the respondents with the options and choices from where to choose.

Population of the study refers to the entire group that contains the subjects or objects of interest to the researcher (Cresswell, 2013). Equally, the population of the study is generally a large collection of individuals or objects that constitutes the main focus or interest of the study or scientific enquiry (Sekaran & Bougie, 2013). The population of this study consists of all female academic and non-academic staff of Abubakar Tatar Ali Polytechnic Bauchi, Bauchi state. The Registrar's nominal roll shows the number of female staff of Abubakar Tatar Ali Polytechnic as 328 as at December, 2022. This population covers the female staff at various rank and cadre that cut across both academic and non-academic staff. Therefore, the population of this study is the entire 328 female staff of Abubakar Tatar Ali Polytechnic Bauchi.

Sample size is the number of observations, subjects or replicates selected from the study population to draw inference and conclusions from, which could be generalized on the entire subjects. The sample size of this study is determined using Krejcie and Morgan Table of sample size. Therefore, according to Krejcie and Morgan (1970), the sample size of the study was 250. Sampling technique adopted for the purpose of this research was simple random sampling. Simple random sampling is a sampling method that gives every subject of the population equal chance of being selected. Simple random sampling is a probability sampling method. Simple random sampling is appropriate because it is free from the researcher's bias and possible subjectivity.

The data for this study was analyzed using both descriptive and inferential analysis. Specifically, the descriptive analysis was conducted to show the mean, standard deviation, maximum and minimum. In

addition, kurtosis and skewness will be displayed to ascertain at the normality of the collated data. Equally, inferential analysis like correlation analysis and regression analysis was conducted. The Correlation analysis has revealed the level of association between two or more variables of interest. Moreover, regression analysis was utilized to determine the level and extent of the relationship between the variables. In doing that, the Statistical Package of Social Sciences (SPSS) was used as a tool to enable the researcher to carry out the highlighted analytical procedures.

4. Result and Discussion

4.1 Reliability Test

Reliability test is one of the prerequisites for qualitative data analysis. Reliability test assesses the internal consistencies of the items under each construct. It is equally used to evaluate the reliability of the instrument across time and space. One of the most fundamental approaches of testing reliability is using Cronbach alpha literature argued that Cronbach alpha of 0.7 and above is ideal equally some studies stress that Cronbach alpha of 0.6 or there about may be accepted. In this study the reliability test was conducted and it is found that none of

the construct has Cronbach alpha of less than 0.6 there for acceptable point are achieved as far as this study is concern.

4.2 Normality Test

Normality assumption is one of the conditions of multiple regression analysis researcher of argued that normality test should be conducted before any other statistical analysis so has ensure that the data is normally test should be conducted before any other statistical analysis so as to ensure that data normally distributed. There are many approaches of assessing normality. This is because abnormal data could be problematic and might compromise the predicted outcomes of the study. The two most visible method of assessing normality are graphical and normalmacrecial method. It is worthy of note that this study employed graphical method. Graphical method of assessing normality is candle when the data sample is relievable large (i.e. 150 and above).

It could be deduced from the below histogram and normal probability plot that normality assumption is achieved, hence a data is amenable for further statistical analysis. This implies that the normal partner of data set is arrived at

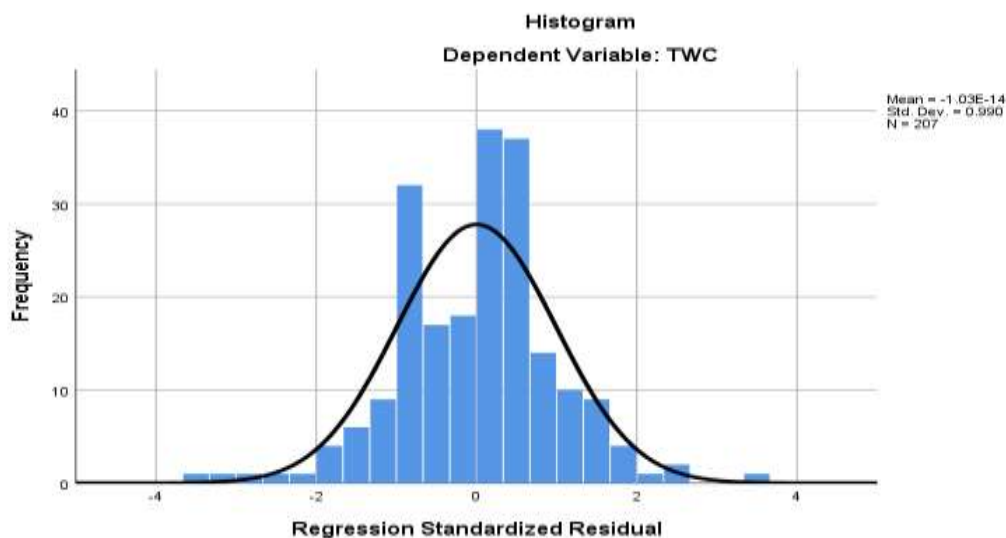


Figure:1

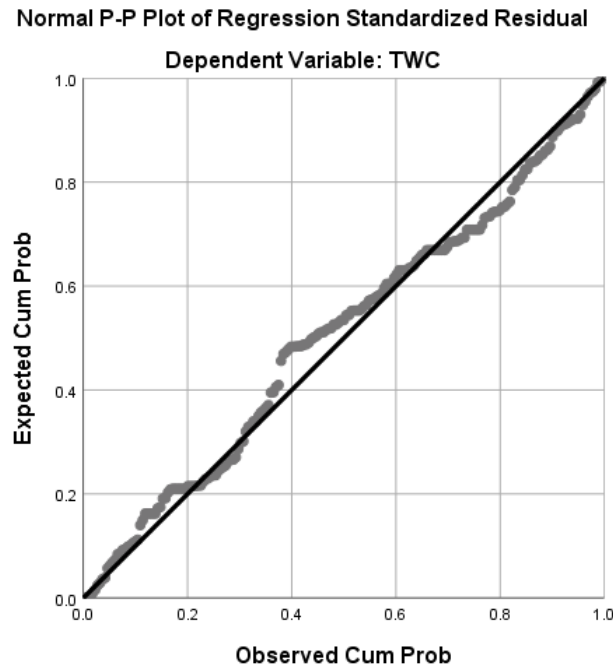


Figure:2

4.3 Multicollinearity

In a study where variables are more than two or in a multivariate data analysis where multi regression are observed, it is necessary to identify the existence or otherwise multicollinearity.

Multicollinearity is a situation where by two or more independent variable are highly correlated. When two or more independent variables are highly associated

Table 4.1

Correlation matrix

Constructs	TAD	TFE	TGI	TRD
	1	2	3	4
TAD	1			
TFE	0.556**	1		
TGI	0.391**	0.525**	1	
TRD	0.488**	0.511**	0.324**	1

Source: SPSS Output

Therefore, table 4.1 above we can establish that no correlation co-efficient reach the Minimum threshold of 0.90 this indicate that there is no case of multicollinearity. Moreover, the other four method assessing multicollinearity is tolerance, variance inflicted Factor (VIF) and condition index. According this three method multicollinearity occurs if VIF is greater than 5, condition index is higher than 30 and tolerance value is less than 2.20.

than it is assumed that one of the variables is content in the other variables. Multicollinearity must be always checked. there are four approaches in checking multicollinearity. Firstly, multicollinearity could be established by checking the correlation matrix therefore using the correlation matrix when two or more independent variable have correlation coefficient of 0.90 and above, we can submit that multicollinearity exist between the variable



Table: 4.2

Tolerance variance inflation factor and condition index

Constructs	Tolerance	VIF	Condition Index
TAD	.625	1.601	15.488
TFE	.529	1.891	18.631
TGI	.709	1.411	23.243
TRD	.677	1.476	28.292

Source: SPSS Output

From the table 4.4 above it is found that no case of multicolliniarity exists base on VIF, tolerance and condition index.

4.4 Correlation test

Correlation test is one of the prerequisites of multivariate data analysis. Correlation is a precondition for regression analysis. This implies that correlation must be conducted

Before multiple regression analysis. It is predicted that correlation co-efficient of all the variable under review must be examine where there is no correlation regression analysis should not be conducted. Table 4.5 below shows the correlation analysis.

Table 4.3

Correlation Table

	TWC	TAD	TFE	TGI	TRD
TWC	1				
TAD	.533**	1			
TFE	.685**	.556**	1		
TGI	.350**	.391**	.525**	1	
TRD	.488**	.511**	.511**	.324**	1

Note: TWC= Women career advancement, TAD= Age discrimination, TFE= Fairness experience, TGI= Gender inequality and TRD= Religious discrimination.

From the table above it is found that correlation exist between the variable therefore the condition is adequate and sufficient from conducting regression analysis.

4.5 Regression Analysis

Regression analysis was conducted on the relationship between women career advancement on one hand age discrimination, fairness experience, gender inequality, and religion discrimination on other hand. The aim is to evaluate the predictive power of each of the independent

variables against women career advancement. The result reveals significant effect. Equally the R-square as extracted is 0.518. However, the adjusted R-square 0.509. According to Cohen (1988) and subsequent researchers, the R-square of this study is substantial the following table 4.6 shows the summary of the output:

Table 4.4

Liner regression table

Variable	Beta	T-value	P-value	Decision
Age Discrimination	.184	2.974	0.003	Accepted
Fairness Experience	.536	7.988	0.000	Accepted
Gender Inequality	-0.50	-0.866	0.387	Rejected
Religion Discrimination	.143	2.410	0.017	Rejected
R Square			0.518	
Adjusted R Square			0.509	
Significant F-Change			54.309	
Durbin Watson			1.137	

Source: SPSS Output



4.6 Test of Hypotheses

Hypothesis 1 of the study shows that there is relationship between age discrimination and career advancement of women. Result of linear regression analysis indicated that age discrimination has a positive and significant relationship with women career advancement ($\beta=0.184$, $t=9.74$, $p=0.003$). this implies the result of the analysis as shown in table 4.6 fully supported hypothesis 1 This is in line with the findings of Lisa (2020).

Hypothesis 2 anticipated that there is relationship between fairness experience and career advancement of women. Constant hypothesis 2, the result of linear regression analysis shows that fairness experience is a strong predictor of women career advancement and equally shows that there is a significant relationship between fairness experience and women career advancement ($\beta=0.536$, $t=7.988$, $p=0.000$) thus, hypothesis 2 is supported and accepted.

Hypothesis 3 indicated that inequality and women career advancement. Notwithstanding the hypothesize relationship, the result of the analysis shows that there is negative but insignificant relationship between gender inequality and women career advancement ($\beta= -0.50$, $t=0.866$, $p= 0.387$). In this study the result of the analysis fails to support the hypothesis, thus, the hypothesis three is rejected.

Lastly, hypothesis 4 formulated that there is relationship between religion discrimination and women career advancement. Nonetheless, the result of linear regression analysis shows that there is positive but insignificant relationship between religion discrimination and women career advancement ($\beta= 0.143$, $t= 2.410$, $p= 0.017$). Therefore, hypothesis four is rejected.

Moreover, the result of the linear regression analysis has revealed in table 4.6 shows that all the independent variables (age

discrimination, fairness experience, gender inequality, and religion discrimination) have the power and the strength to explain 51% variability or changing in women career advancement this implies that 49% changing in women career advancement are explain by other variables that have not been consideration in the study.

5. Conclusion and Recommendations

The results of this study concluded that women in the earlier stage of their career believe there was more opportunity for advancement. Chisholm-Burns, Spivey, Hagemann, and Josephson (2017) indicated that the opportunity for women to reach director-level or higher is brief. Researchers stated the women in senior management careers were more likely to enter management during the earlier part of their careers (McKinsey & Company, 2019). Women need to seek advancement opportunities within a few years of taking an individual contributor position since promotional opportunities start to deteriorate the longer, they are in these roles. It is recommended therefore, that government and organizations need to keep and sustain women in the workforce, utilize their skills and knowledge to develop highly functioning society for long-term development. To achieve this, organizations needed to create an enabling environment whereby women were effectively integrated, empowered and encouraged to continuously seek for career advancement.

References

- Ajayi, M.O. (2017). Influence of Gender and Age on employment opportunities Among Civil Servants in South-West, Nigeria. *Canadian Social Science*, 13(2), 29-35.
- Brown, S. D., Lent, R. W., Telander, K., & Tramayne, S. (2020). Social cognitive career theory, conscientiousness, and work performance: A meta-analytic path



- analysis. *Journal of Vocational Behavior*, 79, 81-90.
- Cochran, W. G. (1977). *Sampling techniques* (3rd ed.). New York, NY: John Wiley & Sons.
- Colquitt, J. A. (2021). Organizational justice. In S. W. J. Kozlowski (Ed.), *The Oxford handbook of organizational psychology* (Vol. 1, pp. 526–547). Oxford: Oxford University Press.
- International Labour Office. (2015). *Breaking through the glass ceiling: Women in management*. Geneva, Switzerland.
- Jayne, M. and Dipboye, R. (2015) “Leveraging Diversity to Improve Business Performance: Research Findings and Recommendations for Organisations”, *Human Resource Management*, Winter 2015, 43 (4): 409 – 424.
- Kottke J.L. & Agars M.D. (2015). Understanding the processes that facilitate and hinder efforts to advance women in organizations. *Carrer Development International*, 10 (3), 190-202.
- Polat, S., Arslan, Y., & Dincer, O. (2017). Diversity leadership skills of school administrators: A scale development study. *Issues in Educational Research*, 27, 512-526. Retrieved from <http://www.iier.org.au/iier27/polat.html>
- Purpura, J. E., Brown, J. D., & Schoonen, R. (2015). Improving the validity of quantitative measures in applied linguistics research. *Language Learning*, 65, 37- 75. doi:/10.1111/lang.12112
- Rawls, J. (1971). *A theory of justice*. Cambridge: Harvard University Press.
- Smith, P., Crittenden, N., & Caputi, P. (2021). Measuring women’s beliefs about glass ceilings: development of the Career Pathways Survey. *Gender in Management: An International Journal*, 27, 68-80. doi:10.1108/17542411211214130.
- Society for Human Resource Management (2018) “Global Diversity and Inclusion: Perceptions, Practices and Attitudes”. Alexandria, VA: SHRM.
- Wang, H. J., Lu, C. Q., & Siu, O. L. (2015). Job insecurity and job performance: The moderating role of organizational justice and the mediating role of work engagement. *Journal of Applied Psychology*, 100, 1249. doi:10.1037/a0038330
- Wang, T., Zhao, B., & Thornhill, S. (2015). Pay dispersion and organizational innovation: The mediation effects of employee participation and voluntary
- Brown, S. D., Lent, R. W., Telander, K., & Tramayne, S. (2020). Social cognitive career theory, conscientiousness, and work performance: A meta-analytic path analysis. *Journal of Vocational Behavior*, 79, 81-90. doi10.1016/j.jvb.2019.11.009
- Smith, P., Crittenden, N., & Caputi, P. (2021). Measuring women’s beliefs about glass ceilings: development of the Career Pathways Survey. *Gender in Management: An International Journal*, 27, 68-80. doi:10.1108/17542411211214130.