

Re-Discoursing Gender Diversity And Organisational Performance Of Selected Banks In South-South Nigerian

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Abstract: This research looked at gender diversity and organisational performance of selected banks in South-South Nigerian. The study used a survey research approach to gather data from respondents who work as contract or permanent employees of two particular commercial banks, Polaris Bank and Zenith Bank branches that are now located in Delta State and Edo (five-point Likert scale) structured questionnaire that the researcher used for personal gain at the chosen commercial banks. A sample size of 262 was obtained using the probability sampling approach (multistage random sampling) for this investigation. The research included percentages and frequency tables to describe the analyses. Multiple regression analysis was used to test the hypotheses, and the correlation coefficient was utilised to determine the link between the independent and dependent variables. The correlation analysis showed that there is a substantial association between the dependent variable (organisational performance) and all of the independent factors (career path planning and intuitive decision making). All of the independent factors had a favourable impact and a substantial link with organisational success, according to the regression analysis. The research came to the conclusion that organisational performance of certain banks in South-South Nigeria is significantly impacted by gender diversity. According to the survey, companies should make an effort to eliminate any little barrier preventing women from moving up the management ranks. It is essential to eliminate any organisational procedures and policies that hinder women from rising to the top positions in their respective fields.

Keywords: Gender Diversity, Career Path Planning, Intuitive Decision and Organizational Performance

INTRODUCTION

Many nations are adapting to accommodate the more diverse workforce in their businesses as a result of the fast changes in the environment. Given that today's businesses employ many more women than they did in the past, it seems sense that there be a lot more mixed-gender teams there (Kyalo & Gachunga, 2015). Diversity in gender has been linked to improved organisational performance because higher employee performance affects overall productivity within the business, which lowers labour costs. The main issues that practitioners, politicians, and scholars have been concerned with are productivity, efficiency, and performance. When there is gender diversity in the workplace, men and women are hired at similar rates, compensated equally, and given equal opportunity for advancement (Barak, 2016).

Bell et al. (2021) report that whereas women make up 40% of the workforce worldwide, just around 5% occupy high managerial positions. Ensuring equitable participation of women in the workforce, particularly in leadership roles, may have favourable consequences for the whole organisation. Excellence rewards competence and sound management rather than making gender-based distinctions. Because of this, the most reputable companies support gender equality by fostering a varied and fair work environment (Mwatumwa, 2016). Diversity in genders is a vital resource that may provide a business a long-term competitive edge. Generalisations and preferences that characterise positive traits and, thus, a more obvious quality to the men, serve to justify and strengthen gender-based distinctions in companies (Cunningham, 2018). Because they should perform better and be more capable of managing their positions, businesses prefer to hire men rather than women. Cunningham examined the beneficial association that existed between intra-bunch cooperation, dissimilar traits, and group sexual orientation, particularly within those places where gender differences were more pronounced. In general, the group of businesses with a higher percentage of female managers and non-managers exhibited more collaboration and cooperation. The distinctions between men and women may provide light on the requirements that vary between male and female personnel. Men and women may also have distinct cognitive capacities, according to researchers like Kidder (2022), which might boost team cohesiveness, creativity, and innovation in general and improve organisational success.

Career path planning is linked to the human element and gender-specific differences in organisational behaviour. This contemporary administrative topic has only recently emerged and developed with the advancement of careers in organisations; regrettably, it has not yet attracted the proper attention from researchers. The significance of career path planning is linked to the behaviours of various genders within organisations; it correlates with the human element, which is thought to be the most significant and complex production factor (Obeidat et al., 2018). The human element is characterised by a range of feelings, which are expressed in various ways and have an impact on the organization's business performance. Career path planning gives people a reason and directs them towards the best path that serves the organisation and its goals because people's interests, commitment, and seriousness at work vary from person to person and occasionally due to their different needs, motives, and cultures (Abbas & Hamadi, 2019).

The actual output or outcomes of an organisation as compared to its anticipated outputs, aims, and objectives makes up the organisational performance (Selvaraj, 2015). According to a Stirling (2017) report, gender diversity in the workplace promotes varied perspectives, better collaboration, a more comprehensive talent pool, increased staff retention, more innovation, enhanced productivity, flexibility, a dependable workforce, satisfied employees, better employee targeting, and an improved quality of life. Diversity in age, ethnicity, gender, and race also plays a significant role in these benefits. The reason for this is because teams of workers are crucial to many institutional functions and make significant choices inside companies. As teams have grown to be essential to organisational operations, research on the components of a good team has gotten more and more attention. The gender mix of a team may provide a variety of knowledge and abilities, which makes gender diversity one possible factor in determining the performance of the team. Mixed-gender teams are more giving and equitable, and studies like Kyalo (2015) have shown that teams with a higher proportion of women outperform others by fostering meaningful connections and developing productive work procedures. Kyalo further noted that the banking industry favours and promotes women in hiring practices; as a result, the majority of banks gain from the different skill sets and expertise of their workforces. He maintained that having a diverse mix of genders gives businesses a competitive edge. Gender diversity is thus advantageous to companies that provide an inclusive work environment for all workers, regardless of gender, and that implement regulations that eradicate workplace discrimination. Additionally, he discovered a strong correlation between gender diversity and job performance, indicating that workers prefer to collaborate with people of the opposing gender as long as they can do their jobs well. He came to the conclusion that gender diversity is essential to the effectiveness of a company. This is due to the fact that it has both external and internal values that support organisational effectiveness. In a culture where gender equality is a key concern, achieving gender diversity is not only the ethical thing to do, but it may also make it easier to accomplish both internal and external company goals (Amla, 2017). Drawing from the aforementioned research, one may argue that a gender-balanced workforce can foster healthy cooperation that ultimately yields favourable organisational results. This research aims to determine if gender diversity does, in fact, impact organisational performance which is a topic of debate in the literature.

Statement of the Problem

Diversity in gender is a worldwide phenomenon in the workplace and economy. Therefore, a borderless perspective and a deep commitment to ensuring that gender diversity is a part of the organization's daily activity are essential for any successful company. Due to persistent gender-based inequities in companies, most do not enjoy these advantages. This is due to the fact that the majority of civilizations still hold the belief that males rule the world. Because males are seen to perform better and be better at managing their jobs than women, and because women are classified as having feminine traits, the corporate world shares this attitude and prefers to hire men over women. It is essential to provide women equal work chances in order to enhance organisational effectiveness.

As a result, managers are always expected to monitor the performance of their organisations, identify metrics for measuring performance, and identify incentives to improve performance and advance the organisation. One such tool is career path planning, which is useful in determining the career path plan for each gender. Banks concentrate their efforts on career path planning because of this. The developed laws for work organisation were taken into consideration by the Nigerian banking system, and many of its items addressed the significance of career path planning through detailed planning of all career stages, including selection, follow-up, control, promotion, and motivation, as well as to ensure performing work and getting rights fairly.

Research Objectives

Examining gender diversity and the organisational effectiveness of certain South-South Nigerian banks is the study's primary goal. The particular goals are to:

- i. ascertain how intuitive decision-making affects organisational effectiveness
- ii. analyse how career path planning affects organisational effectiveness.

Research Question

To direct the investigation, the following research questions were created:

- i. How can intuitive judgements affect the effectiveness of an organisation?
- ii. How much of an impact can career path planning have on the efficiency of an organisation?

Research Hypotheses

The study aims have been guided by the development of the following null hypotheses.

H01: The relationship between organisational success and intuitive decision-making is not statistically significant.

H02: Organisational performance is not significantly impacted by career path planning.

Significance of the Study

The following are some reasons why the research might be important:

- i. This research may assist bank stakeholders and staff in identifying the ideal career path concept for growth and performance improvement, allowing banks to achieve long-term organisational success.
- ii. Gender diversity is regarded by researchers as a significant topic. Human resource managers in particular and organisational administrations in general have become interested in it due to its usefulness in helping people develop and manage their careers as well as its direct positive impact on organisational performance when used effectively.

LITERATURE REVIEW

Gender Diversity

Globally, gender diversity is becoming a hot subject in boardrooms and is playing a significant role in business strategy in addition to being a vital problem for HR executives. Fair or equal representation of different genders is known as gender diversity (Sharon & Sytsrna, 2016). While non-binary gender categories may also be included, an equal ratio of men to women is the most frequent definition of gender diversity. Numerous projects are now studying and promoting gender diversity in sectors that have historically been dominated by males. One such movement is the discussion of gender diversity on corporate boards. By fostering a sense of community, promoting family support, raising public awareness, and enhancing the well-being of individuals of all gender identities and expressions, gender diversity helps children, adolescents, and adults recognise and comprehend the wide range of gender diversity (Taylor & Harrison, 2013).

Gender difficulties in the workplace and laws that are necessary to ensure nondiscrimination, better fairness, and parity. Like males, women are change agents who contribute and are innovative. Overprotection should not impede the growth and potential of women, but it is important to prevent the exploitation of women due to laws that do not apply to them or a lack of awareness of their unique circumstances. Men and women must have equal access to favourable working circumstances and nondiscriminatory policies in the workplace. In order to be creative, women employees, like any other, must be able to experience equality and excellence in their workplace with regard to gender, responsibility, reward, and value. Being male or female is referred to as one's gender, usually with relation to social and cultural distinctions rather than biological ones. According to Farrell's (2015) research, gender diversity in the workforce is growing every day in both developed and developing nations. Farrell believes that as diversity and awareness grow, this tendency will probably accelerate.

Furthermore, diversity in the workplace is defined by Naqvi (2012) as the presence of workers from a range of socioeconomic and cultural backgrounds. It covers things like physical ability, colour, gender, age, and race. Naqvi (2012) adds that gender diversity in the workforce has advantages as well as disadvantages.

The resource-based approach states that a company may maintain a competitive edge by making use of its uncommon, precious, unique, and non-replaceable resources (Barney, 2001). Barney (2011) observed that companies with socially and intangibly complex resources, such staff competency, are more likely to have a long-term competitive advantage than those with more physical resources, like operational size. The disparities in experiences between men and women provide light on the demands of male and female clients. Furthermore, gender diversity fosters an environment of general creativity and innovation among workers due to the amalgamation of many experiences, viewpoints, and skill sets (Egan, 2015). Men and women contribute diverse perspectives to the workplace, thus a staff with better management of gender diversity may also make better judgements. A deeper comprehension of the influence on all organisational performance metrics results from a diversity of viewpoints and ideas (Campbell & Minguez-Vera, 2018).

Market knowledge, inventiveness, originality, and enhanced problem-solving skills are precious, uncommon, unique, and non-replaceable resources. The resources are important because they ensure the development of innovative ideas that result in competitive strategies, which in turn propel corporate growth (Oetinger, 2021). Comparable organisations cannot readily access these resources (Frink et al., 2003). The purpose of this research is to determine if KRA has unique human resources and whether those resources are evenly distributed among genders. Studies conducted in the US show that only 5.2% of the highest earners are women, and just 7.9% of those individuals hold the highest ranking titles in Corporate America, according to Jones et al. (2018). But almost all consumer purchases are made by women, therefore it's critical to have representation from them on boards. According to the study, female CEOs outperform their male counterparts in terms of their ability to inspire others, encourage effective communication, produce high-quality work, and listen well. Organisations with higher percentages of female senior managers have outperformed those with lower percentages in terms of financial success. According to labour market statistics, since 1998, there has been a noticeable gender gap in the working-age population. Losing these women will result in the loss of many talented workers who are also women professionals. This has put pressure on HR departments to create plans for attracting and keeping qualified, educated women employees. Since this is the time when women workers leave the workforce at the highest rate, it is also critical to create programmes to guarantee that women return to work after giving birth. The company's capacity to provide family-friendly policies and resources, such as career-break programmes for women raising small children and training for returners, affects its ability to draw in and keep female workers (Argarwala, 2010). According to Leonard and Levine (2013), biases and prejudices that attribute positive traits and therefore a greater status to men serve to perpetuate gender-based disparities in organisations. According to Brown (2008) and Carr-Ruffino (2013), gender concerns must be acknowledged and addressed before a large degree of workforce diversity can be considered beneficial. According to both research, dispelling the myth that women and men are not equal is the biggest constitutional problem. According to Kossek et al. (2015), 80% of males and just 54% of working-age women globally are employed. They persist in their claim that women still have the upper hand in the "invisible care" sector, which has to do with domestic labour and providing care. Nonetheless, Kochan et al. (2012) assert that improving employee performance in an organisation requires giving women equal work opportunities. Over time, civilizations have repealed rules that discriminated against certain worker groups, according to Kochan et al. (2012). Raising the fees for noncompliant organisations was one way to do this. There is a substantial rise in the proportion of educated women in Kenya. As a result, women are now striving for equal access to positions in senior management. This research aims to determine if gender balance exists at KRA in a way that supports gender equality and complies with government regulations mandating equal opportunities for men and women, as well as the impact of gender balance on organisational performance.

Intuitive Decision Making

Environmental instability forces a shift away from conventional problems and regular operational processes. Having several "plausible alternative options" increases the likelihood of meeting multiple performance targets as opposed to only one. In these situations, the decision-making scenarios will shift from the intellectual end of the job spectrum towards judgement. Thus, it is possible to buffer the positive association between environmental uncertainty and the efficacy of intuitive decision-making (Dane & Michael, 2017). A hazy sense or a feeling for a pattern of connection is what intuition is all about. One definition of intuition is the spontaneous understanding of something. Decision-makers are often guided by intuition rather than understanding the reasons behind the connections and data that are presented. Unstructured information is organised more and more inside unconscious mind until certain limitations are reached and the desired outcomes are achieved. lead to increased achievement for both people and businesses. According to Abubakar et al. (2019), intuition has a consistent emotional decision-making process and performs an implicit decision-making function in relation to past choices.

In the field of strategic management science, intuitive integration is not a well explored framework; yet, managers are often not taken aback by it. Managers also demonstrate this intuitive integration, which is a crucial component of strategic decision-making processes. For strategic decision-making, gut instinct was even more important in the computer business than banking and services. Senior supervisors accept that female workers have innate emotional responses (Khatri & Ng, 2017). Though it depends on the manager's intuitive talent, intuitive cognition is based on creativity and inventiveness. Managers solve problems intuitively and make judgements without the use of automated analytical techniques or analyses; instead, their ideas seem quite hazy when they first occur to them. Expertise and experience, as well as the innate qualities and skills of managers, are the foundation of intuitive thinking. Because intuitive thinking does not need study or laborious examination, it is simple and adaptable to new possibilities and dangers. By the way, it just addresses the problem's core issues and offers novel, unutilized remedies; it is not a comprehensive solution (Papulova & Gazova, 2016). Female workers often rely on their intuition while making judgements.

Career Path Planning

Employees place importance on their career path since it is linked to both real and intangible rewards, such as increased authority, influence, and prestige inside the company, as well as financial perks like paid time off and health insurance (Fernando et al., 2014).

The term "career path" describes the range of professions or vocations that a person plans to pursue throughout their life; it is a series of work transitions that the person experiences via either a horizontal or vertical transfer. According to Joseph et al. (2012) and Al-Heti (2004), a career path is an employment that a person pursues for the whole of their life. One might go on to work in academia, business, law, entertainment, etc. They interchangeably used the terms "professional route" and "career choice." According to Maher (2014), a person's career path illustrates the graduate occupations they occupy within an organisation, either laterally via transfers or vertically through promotions from the bottom to the top. A multi-process employee is needed for various horizontal and vertical jobs in the organisation; the trend in career path planning today is not limited by vertical jobs where people are promoted in the organisational structure and the individual who confines himself to one domain is no longer needed.

According to some academics, career path planning is a component of human resource management that deals with finding a balance between an employee's needs and their work in order to meet both the productivity objectives of the organisation and the individual's desire for job happiness (Maher, 2004). However, career path planning is the careful examination of a person's abilities, motivations, interests, and other traits in order to learn about their responsibilities and choices, identify goals related to their career path, and create plans to reach those goals (Dessler, 2016; Al-Omari et al., 2018). According to Al-Tae et al. (2010), there are a number of organisational reasons for career path planning, including achieving the ultimate benefit of human resources, preventing layoffs, and recruiting new hires. Remedial reasons include enhancing an employee's financial and skill status to achieve compatibility between the capacity and the job, as well as resolving conflicts between superiors and subordinates. There are also reasons for gratifying employee desires, encouraging a positive transfer to a higher position, or disciplining them for work-related incompetence. Training programmes are another source of motivation, as they provide employees with opportunities to learn new skills and knowledge, and ultimately increasing the organization's capacity to acquire and retain efficient, skilled workers.

As Al-Tae et al. (2010) pointed out, a career path may take many different forms. The present research model included these forms as independent variable dimensions. These forms include transfer, promotion, retirement, and dismissal. According to Dessler (2016), transfer refers to an employee's movement from one job to another without changing positions in an effort to pursue more demanding work and personal growth. According to Abo (2010), a promotion is moving a person from their present role to a higher level that offers more intangible status and cash advantages than their previous one. Retirement is defined as leaving one's job; it is also seen as a process of progressively reducing one's involvement in the workforce (Maestas, 2019). Dismissal is the act of an employer terminating an employee's employment against that person's will for a variety of reasons, including a downturn in the economy.

Organizational Performance

An examination of an organization's performance in relation to its aims and objectives is known as organisational performance (Jamrog, 2012). Three main outcomes are assessed in corporate organisations: shareholder value performance, market performance, and financial success (Adler, 2005). The foundation of the concept of organisational performance is the notion that productive assets, such as capital, human, and physical resources, voluntarily come together as an organisation to work towards a common goal (Carton, 2014). The actual output or outcomes of an organisation as compared to its expected outputs constitute its organisational performance.

Three distinct areas of firm outcomes are covered by organisational performance, according to Richard, Devinney, Yip, and Johnson (2019): financial performance (profits, market share, and return on assets), product market performance (sales, market share, and shareholder return measured through total shareholder return and economic value added).

Thus, an organization's capacity to accomplish its goals via effective management, robust governance, and a constant commitment to producing outcomes is referred to as its organisational performance. According to Parasuraman (2012), companies that provide services should consider productivity from both a company- and a customer-oriented standpoint, rather than just the traditional company-oriented one. This more inclusive strategy may aid in resolving disputes or using opportunities for collaboration between raising service productivity and raising service quality (Parasuraman, 2002). This study examines how well an organisation performs in comparison to its competitors from a variety of organisational angles, such as quality, productivity, profitability, market share, return on equity, and overall firm performance. Additional non-financial success indicators include growing the clientele, gaining market share, providing high-quality services, and expanding the company's branch networks (Bernthal & Wellins, 2016).

Performance is the sum of an individual's, group's, and organization's accomplishments. Performance in an organisation is described as ongoing, action-oriented, and focused on performance improvement via the use of standards, objectives, appraisals, and feedback (Ababneh, 2018). An organization's performance is determined by comparing its actual output, or outcomes, to its predetermined goals and objectives. Performance measurement is embraced by organisations because to its potential to establish responsibility, provide operational feedback, and lead to more efficient planning, budgeting, and assessment (Ammons, 2021). According to Hunger and Wheelen (2017), an organization's performance is the culmination of all of its work processes and activities, while performance

as defined by an individual is the outcome of an activity. Organisational performance metrics are monitored and controlled by managers because they improve management evaluation, boost customer value, enhance organisational knowledge metrics, and have an effect on an organization's reputation. When an organization's performance is evaluated, past management choices that influenced investments, operations, and financing are measured to determine whether all available resources were used efficiently, whether business profitability met or even exceeded projections, and whether wise financing decisions were made (Shaukat et al., 2018).

Decisions on whether to continue, enhance, grow, or terminate a programme or project are supported by organisational performance research (Rossi et al., 1999). Measures of productivity, such as service inputs and outputs, are the foundation of the conventional method of measuring performance (Holmes et al., 2006). The balanced scorecard approach, which tracks and measures performance in multiple dimensions like financial performance (e.g., shareholder return), customer service, social responsibility (e.g., corporate citizenship, community outreach), and employee stewardship, has been tried by many organisations in recent years to manage organisational performance. Since the measurement of an organization's efficacy and efficiency is the main subject of this research, these ideas are covered in great length.

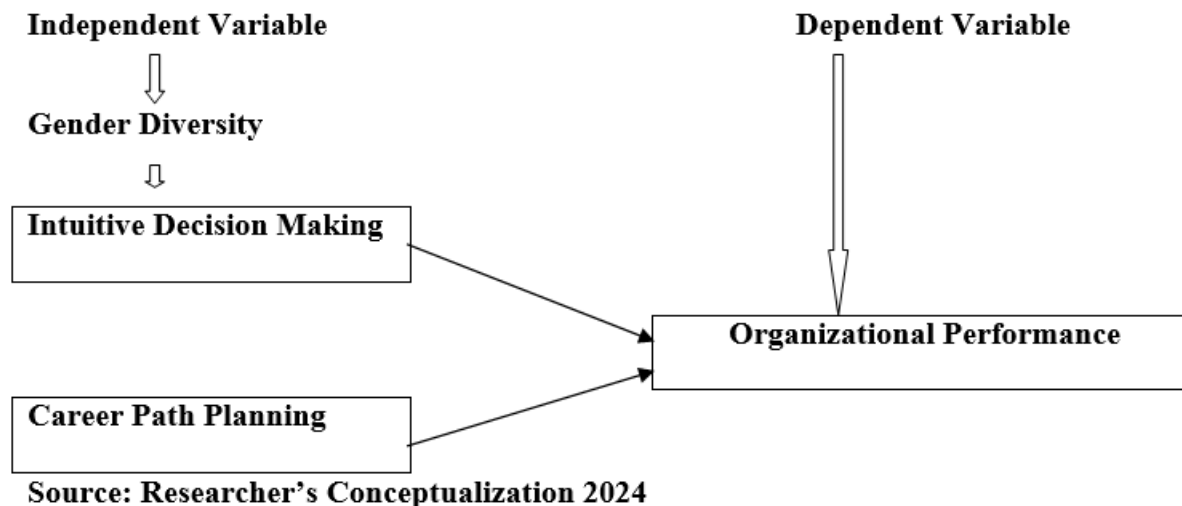
Gender Diversity and Organizational Performance

There is much discussion on how gender diversity in organisational leadership and top-level management affects an organization's overall effectiveness. According to Chin (2013), a research revealed that companies with a high level of gender diversity in their top leadership had significant deviations in returns. Van Knippenberg, De Dreu, and Homan (2014) discovered that while males predominate in most top leadership and management positions in businesses, the presence of women in these teams not only diversifies the team but also raises the quality of top-level management and leadership. There is a greater representation of gender diversity in senior management teams, most likely for three key reasons. The Research Institute (2012) lists them as the following: a shift in the percentage of women holding board-level roles; more government involvement; and a shift in the focus of gender-related arguments from one of equality and fairness to one of superior performance. According to Van Knippenberg et al. (2014), there is general agreement that gender diversity enhances managerial information processing and decision making of the managerial team, leading to effective strategy formulation and key processes. This suggests that gender diversity improves the quality of organisational leadership and management.

Nakagwa (2015) discovered that, when combined with other forms of workforce diversity, gender diversity produced more creative and superior solutions since it allowed both male and female managers to contribute their gender-based perspectives to the management teams. Stated differently, gender diversity provides a range of perspectives on crucial strategic leadership and management choices that improve the calibre and possible efficacy of such choices for the company.

According to Dezo and Ross (2012), diverse groups (with respect to gender) provide unique viewpoints, experiences, and attitudes that influence management and leadership positions and result in high-quality judgements at this level. The authors go on to speculate that the simple fact that a woman is there and has relevant knowledge about the matter at hand might encourage the top management team (TMT) to deliberate about alternatives more thoroughly and broadly. In terms of leadership philosophies, organisational leadership could also profit. Studies have shown differences in the behavioural inclinations of managers between men and women (Van Knippenberg, et al., 2014).

According to Dezo and Ross (2012), males tend to have less interactive leadership styles that are primarily concerned with goal fulfilment with little engagement, while women tend to have more interactive leadership styles that emphasise inclusion, participation, and power sharing. It implies that an organization's leadership style, which may be a cross between the behavioural and leadership tendencies of men and women in management, may benefit from moderate to high gender diversity.



Theoretical Review

Socio-cultural Theory served as the foundation for this paper

Socio-Cultural Theory

Vygotsky introduced the concept of sociocultural theory (1978). According to the notion, setting and organisational culture may have an impact on an individual's behaviour. According to House, Hanges, Javidan, Dorfman, and Gupta (2004), an organization's culture may have an impact on how inclusive it is for men and women. According to Matsumoto and Juang (2013), workplace social interactions and organisational culture may have an impact on people's behaviours, including how well they perform at work. By emphasising the ways in which people's environment, or socio-cultural variables inside the organisation, particularly influence their behaviours, emotions, and ideas, Sanderson (2010) enhanced the theory. Positive behaviours are influenced by workplaces that value diversity (Ullah, 2020).

Sanderson (2010) goes on to say that the socio-cultural viewpoint characterises people's actions and thought processes as influenced by a variety of elements, including gender. In this sense, the socio-cultural approach offers insight into the driving forces behind an individual's behaviour. Matsumoto and Juang (2013) contend that cultural factors and the environment in which conduct happens impact an individual's behaviour. Consequently, this theory offers insight into the rationale behind an individual's action. Hofmann and Hinton (2014) contend that an individual's conduct and perception are influenced by the social and cultural norms of their job. In a similar vein, Farndale, Beijer, Van Veldhoven, Kelliher, and Hope-Hailey (2014) contend that social and organisational influences are important in shaping workers' behaviours, including their performance.

According to the Socio-cultural Theory, companies that value gender diversity foster good behaviour in their workforce. People, for instance, display behaviours like better performance when they work in a welcoming and inclusive setting. Thus, the theory provides a clear explanation of how gender diversity may affect workers' performance inside the company. It is the duty of managers to foster a culture that values gender diversity and to make an effort to improve employee performance. As a result, this theory is appropriate and pertinent for explaining how gender diversity affects organisational performance.

METHODOLOGY

Research Design: The study used a correctional research methodology and was quantitative in nature. In order to determine the impact of the independent variable (gender diversity) on the dependent variable (organisational performance), as well as the impact of the moderating variable in the interaction or association, correlation research establishes a relationship between two or more variables (Nwankwo, 2013). In this research, the dependent variable (organisational performance) was compared to the independent variable (career path planning and intuitive decision making) using dimensions.

Study Area: In particular, this research was conducted mostly in the South-South Nigerian states of Benin City, Edo State, Asaba, and Warri Delta State, where Zenith Bank and Polaris Bank are situated.

Population for the Study: All employees in all departments and operating sessions of the chosen banks made up the study population.

Sample Size and Sampling Technique: A total of 262 employees from certain banks took part in the research. The research used a multistage sample approach, wherein workers of specific banks in the study region were recruited using purposive sampling. For the purposes of the research, a sample of 262 people was utilised.

Instrumentation: Primary and secondary data were obtained for the investigation. The self-structured eight items on a five-point Likert scale was the source of the main data. Moreover, text books, articles, manuals, papers, journals, dictionaries, and other publications provided the secondary data for the measures of gender diversity, which included the moderating variable (market shutdown, border closure, and consumer purchase pattern).

Method of Data Analysis: To address the study questions, the gathered data was coded, tabulated, scored, and subjected to multiple linear regression analysis. The Statistical Package for Social Sciences (SPSS) 24.0 was used for all statistical calculations.

RESULTS AND DISCUSSION

Descriptive statistics were used in the collection, analysis, and presentation of data. Information on demographic factors and questionnaire answers was obtained via the use of descriptive statistics expressed as percentages, frequencies, and means. The study's correlation coefficient was utilised to determine the link between the variables, and the research hypothesis was tested using linear multiple regression analysis. Data analysis was facilitated by the use of the Statistical Package for Social Science (SPSS) software version 24.0 for Windows. Regression analysis was used in the research to demonstrate the impact of gender diversity on organisational performance. A total of 262 copies of the questionnaire were sent to the respondents, who work for Polaris Bank and Zenith Bank PLC. Of these, 100%, or 242 copies, were properly completed, recovered, and used for data analysis.

Here, statistics were presented utilising a narrative technique and a straightforward percentage. This is an attempt to streamline the process of gathering and analysing data that is used in this.

Table 1: Bio-data of respondents

QUESTION	RESPONSE	RESPONDENTS	PERCENTAGE
Gender	Male	107	44.2
	Female	135	55.8
	Total	242	100
Age	20 – 35	106	43.8
	36 - 50 yrs	72	29.8
	51 - 65 yrs	39	16.1
	66+	25	10.3
	Total	242	100
Marital Status	Single	140	57.9
	Married	102	42.1
	Total	242	100
Length of Service	Less than 1 year	11	4.5
	1 – 2 years	60	24.8
	3 – 5 years	101	41.7
	6 – 10years	57	23.6
	10+	13	5.4
	Total	242	100
Highest Level of Education	Post Graduate Degree	50	20.7
	Bachelor's Degree/HND	185	76.4
	OND	7	2.9
	Diploma	0	0

Source: Field survey (2024).

The responses to the respondents' biodata are shown in Table 1. The gender distribution of the respondents revealed that women made up 55.8% of the sample, while men made up 44.2%. This may indicate that a higher proportion of women work for the chosen banks.

The age group of 20–35 years old is the most common, making up 43.8% of all respondents; the age group of 36–50 years old, 29.8% of all respondents; the age group of 51–65 years old, 16.1% of all respondents; and the age group of over 66 years old, 10.3% of all respondents, representing the minority. This may indicate that the chosen banks are mostly made up of young people who still have the energy to be productive.

The fact that more than half of the respondents—57.9%—are single may indicate that they are more focused on their job, which might lead to improved productivity. Regarding duration of employment, the plurality of respondents (41.7%) had been employed for three to five years, followed by 24.8% who had been employed for one to two years, 23.6% who had been employed for six to ten years, 5.4% who had been employed for more than ten years, and 4.5% who had been employed for less than a year. This suggests advantageous job knowledge.

The respondents had at least an OND degree certificate, according to the observations. Of the total respondents, those with a Bachelor's or HND degree make up more than three quarters (76.4%), while those with postgraduate degrees make up 20.7%. This suggests that the chosen banks' staff members have a strong educational foundation for implementing innovations. The findings indicate that 698.8% of the participants in non-managerial posts, 16.9% work as supervisors, 9.9% hold middle management positions, and 3.3% hold top management positions.

Analysis of Other Research Data

This section concentrates on the analyses of the five-point Likert scale replies (strongly agree (5) to strongly disagree (1)) to the main study topics. Descriptive statistics and linear regression analysis are used in the studies.

Table 2: Showing Intuitive decision making questions

Source: Field survey, 2024

ITEMS	SCALE					
	1	2	3	4	5	$\bar{x}$
Decisions are made quick in complex situation	3 (1.2)	6 (2.5)	1 (0.4)	102 (42.1)	130 (53.7)	4.45
The bank benefits over rational decision-making when intuitive ideas are applied	0 (0)	12 (5)	10 (4.1)	123 (50.8)	97 (40.1)	4.26
Intuitive decision making considers the whole potential of each strategic option	3 (1.2)	5 (2.1)	3 (1.2)	95 (39.3)	136 (56.2)	4.47
Intuitive ideas can be a powerful tool in a leader's arsenal	8 (3.3)	19 (7.9)	16 (6.6)	101 (41.7)	98 (40.5)	4.08
Intuition fuel right innovative career decision	0 (0)	4 (1.7)	7 (2.9)	135 (55.8)	96 (39.7)	4.33
Mean of Means						4.32

NB: The figures in bracket are in percentage

Table 2 shows that, although 3.7% of respondents disagreed and 0.4% were unsure, a significant portion of respondents—95.8%—said they believe that they employ tools for intuitive decision making. The item's mean score of 4.45 suggests that respondents agree with this statement. Additionally, it was noted that, with a mean score of 4.26, nine out of ten respondents (90.9%) agreed that judgements are made quickly in complicated situations, 5% disagreed, and 4.1% were unsure.

When it comes to the statement "The bank advantages over logical decision-making when intuitive concepts are utilised," the majority of respondents (95.5%) said they agreed with it, 3.3% disagreed, and 1.2% were unsure. The respondents concluded that

using intuitive concepts to decision-making helps the bank more than logical decision-making, as shown by the item's mean score of 4.47.

Additionally, it was noted that just over half of the participants (82.2%) expressed agreement that intuitive decision-making at their bank takes into account every strategic alternative, 11.2% disagreed, and 6.6% were unsure. The respondents seem to believe that intuitive decision making takes into account all of the possibilities of each strategic alternative, based on the item's mean score of 4.08.

The statement "Intuitive thoughts may be a potent weapon in a leader's armoury" was agreed upon by a vast portion of the respondents (95.5%), whilst 2.9% were unsure and 1.7% disagreed. The respondents are clearly in agreement that management is devoted to making intuitive decisions, as shown by the item's mean score of 4.33. We may conclude with certainty that the respondents have a high level of intuitive decision making in the organisation based on the mean of means (4.32).

Table 3: Showing Career Path Planning Question

NB: The figures in bracket are in percentage

ITEMS	SCALE					
	1	2	3	4	5	$\bar{x}$
You are aware of the various career path planning in your bank	1 (0.4)	4 (1.7)	6 (2.5)	130 (53.7)	101 (41.7)	4.35
career planning programme of the bank provides clarity when selecting the right profession	4 (1.7)	1 (0.4)	9 (3.7)	102 (42.1)	126 (25.1)	4.43
priorities are set right with the bank's career planning programmes	1 (0.8)	2 (0.8)	32 (13.2)	73 (30.2)	133 (55)	4.38
My bank always identify comprehensive and detailed responsibilities through career programmes for employees	1 (0.4)	0 (0)	7 (2.9)	127 (52.5)	107 (44.2)	4.40
Career path planning programmes has structured your job role in your bank	0 (0)	7 (2.9)	11 (4.5)	125 (51.7)	99 (40.9)	4.31
Mean of Means						4.17

Source: Field Survey, 2024

Table 3 revealed that a noteworthy proportion of participants (95.5%) agreed that career path planning programmes are essential for enhancing organisational performance. Meanwhile, 2.5% of respondents were unsure, and 2.1% of respondents disagreed with this statement. With a mean score of 4.35, it is possible to infer that, on average, a higher percentage of respondents agree that career path planning inside an organisation has an impact on performance.

It was noted that the majority of respondents (67.2%) agreed that they are aware of the many career path planning options offered by their bank, while 3.7% were unsure and 2.1% disagreed with this statement. The responders seem to be in agreement, as shown by the item's mean score of 4.43.

Additionally, it was noted that although 1.6% of respondents disagreed and 13.2% of respondents were unsure, almost eight out of ten (85.2%) respondents agreed that the bank's career planning programme offers clarity when choosing the proper profession. The responders seem to have agreed based on the item's mean score of 4.38.

Regarding the statement, "Priorities are put correctly with the bank's career planning programmes," the majority of respondents (96.7%) said they agreed with it, 2.9% said they were unsure, and 0.4% said they disagreed. According to the mean score of 4.40, the participants expressed agreement that their bank consistently upholds its priority in relation to its career planning initiatives.

Additionally, it was noted that a sizable portion of respondents (92.6%) agreed that the bank always identifies thorough and specific responsibilities through career programmes for staff members; 4.5% were unsure, and 2.9% disagreed with this statement. The item's mean score (4.31) indicates that respondents are in agreement.

The respondents agreed that the bank always identifies complete and detailed duties via career plans for workers, based on the mean of means (4.17).

Regression Analysis

H0₁: H0₁: The relationship between organisational success and intuitive decision-making is not statistically significant.

Table 4: Intuitive Decision Making and Organizational Performance

Source	Sum of Squares (SS)	Df	Mean Square	F. Ratio	P-value	Remark
Regression	1709.658	1	1709.658	176.242	.000 ^b	S
Residual	2105.036	242	9.701			
Total	3814.694	241				
Multiple R (r_p) = .669 ^a R. Square (r^2) = .448 Adjusted R ² = .446 Standard Error of Estimate = 3.11458						

a. Dependent Variable: Organizational Performance

b. Predictors: (Constant), Intuitive Decision Making

Table 4 demonstrates that a multiple regression square (R²) of 0.448 and a coefficient of multiple regression R (r_p) of 0.669 were obtained when using intuitive decision making to predict organisational success in South-South Nigeria. Additionally, because the value of P is less than 0.05, this indicates that F is 176.242, which is significant at $P < 0.05$. This demonstrates that 44.8% of the variation in the organisational performance of a subset of South-South Nigerian banks was explained or contributed by intuitive decision making. Put another way, by combining the various factors, it is possible to explain around 45% of the variation in the change in organisational performance in a sample of South-South Nigerian banks. This indicates that Intuitive Decision Making factors by themselves are unable to account for 55% of the variance in organisational performance. There have to be more variables, therefore.

H0₂: Organisational performance is not significantly impacted by career path planning.

Table 5: Career Path Planning and Organizational Performance

Source	Sum of Squares (SS)	Df	Mean Square	F. Ratio	P-value	Remark
Regression	1966.647	1	1966.647	230.926	.000 ^b	S
Residual	1848.047	242	8.516			
Total	3814.694	241				
Multiple R (r_p) = .718 ^a R. Square (r^2) = .516 Adjusted R ² = .513 Standard Error of Estimate = 2.91828						

a. Dependent Variable: Organizational Performance

b. Predictors: (Constant), Career Path Planning

The use of career path planning to predict organisational performance in a subset of South-South Nigerian banks produced multiple regression squares (R²) of 0.516 and a coefficient of multiple regression R (r_p) of 0.718, as Table 4.4.2 demonstrates. Additionally, because the value of P is less than 0.05, this indicates that F is 230.926, which is significant at $P < 0.05$. This demonstrates that 51.6 percent of the variation in the organisational performance of a subset of South-South Nigerian banks' chosen banks was explained or influenced by career path planning. Put another way, by combining the various factors, it is possible to explain around 52% of the variation in the change in organisational performance of the chosen bank in South-South Nigeria. This indicates that the factors related to career path planning alone cannot account for 48% of the variance in organisational performance. There have to be more variables, therefore.

Discussion of Findings

The findings presented demonstrated that the organisational performance of a subset of banks in South-South Nigeria was either statistically and substantially impacted by or enhanced by intuitive decision making. This discovery aligns with the claim that

Ogundele (2022) looked on how some industrial companies in South-East Nigeria performed organizationally while making intuitive decisions. The results showed that decisions made with the decision maker's prior experience had a favourable impact on

organisational productivity ($r = 0.894$; $t = 7.026$; $F = 121.012$ $p < 0.05$). The welfare of shareholders was strongly impacted by spontaneous choices ($r = 0.971$; $t = 8.112$; $F = 81.721$, $p < 0.05$). Profitability and illogical decisions had a negative connection ($r = 0.120$, $p > 0.05$). A decision made on the basis of common sense did not have a beneficial impact on market share ($r = 0.331$; $t = 4.876$; $F = 78.213$ $p > 0.05$), and there was a positive correlation ($r = 0.71$, $p < 0.05$) between managers' implicit perceptions of their staff members and employee turnover.

The findings presented, demonstrated that career path planning had a substantial impact on the organisational performance of a subset of South-South Nigerian banks. The results of Lyria, Namusonge, and Karanja (2017), who examined the impact of career management on organisational performance of companies listed on the Nairobi Securities Exchange, concur with this conclusion. The findings also showed that career management has a statistically significant role in the performance explanation of organisations. According to the research, listed organisations would perform better if they generally used career management methods.

CONCLUSION AND RECOMMENDATIONS

Summary of Findings

The goal of the research was to determine how gender diversity affected the organisational performance of certain South African banks. Three different types of analysis are used: parametric, regression, and descriptive statistics. The majority of respondents agreed with the claims made on the administered questionnaire, and regression analysis showed a positive and substantial association between the dimensions of gender diversity and organisational effectiveness. Regression findings showed that gender diversity characteristics had a significant association with the organisational performance of a subset of banks in South-South Nigeria, rejecting the null hypothesis.

Conclusion

The purpose of the research was to determine how gender diversity dimensions—intuitive decision-making and career path planning—affect the organisational performance of a chosen group of banks located in southern Nigeria. Gender diversity has an impact on organisational performance, according to the data analysis; this finding is explained by the professional competence and efficacy of the human resource management departments—both male and female—in these banks.

The research came to the conclusion that intuitive judgement is becoming more and more important in modern decision-making techniques. Supervisors who are adept at striking a balance between using their instincts and critical thinking could be more equipped to take charge in this setting. Accordingly, the research found that the chosen bank had better organisational performance when it came to career planning procedures. Furthermore, the research found that organisations with inadequate career planning management procedures performed better. A strong and favourable correlation between career path planning and organisational success provided evidence for this.

Recommendations

The conclusions and observations presented above lead to the following suggestions being made:

- i. Businesses should make an effort to eliminate any little barrier preventing women from advancing up the management ranks. It is essential to eliminate any organisational procedures and policies that hinder women from rising to the top positions in their respective fields.
- ii. The research suggested that bank managers encourage employees to utilise intuition in the workplace. By doing this, many workers would depend on lessons gained from their own experience database in addition to objective approaches.
- iii. The research advises managers of various businesses to begin preparing for their workers' futures by taking into account effective employee plans and performance-enhancing strategies.

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