

GENDER OPPORTUNITY GAP AND WAGE DIFFERENTIALS IN THE BANKING SECTOR OF NIGERIA

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ABSTRACT: This study investigated the effects of gender opportunity gap on wage differentials in the banking sector of Nigeria, using Access Bank PLC as a unit of analysis. Specifically, the study investigated the effects of unequal leadership promotion on basic salary differentials between men and women, as well as how unequal work transfer opportunities affect housing allowance payments to men and women. The study employed a survey and descriptive research design. Questionnaires and interview methods were used for data collection. The sample size was 320. Data analysis revealed that there is no significant relationship between unequal leadership promotion and base pay differences for men and women and that there is no significant relationship between unequal work transfer opportunities and housing allowance differentials for men and women. This study bridges a gap in the existing literature by examining specific organizational practices that perpetuate gender-based wage differentials in the Nigerian banking sector. Based on the findings, it was recommended that banks should develop clear and unbiased promotion criteria that are accessible to all employees and regularly review compensation structures to identify and address any discrepancies.

Keywords: Banking Sector, Gender Opportunity Gap, Leadership Promotion, Wage Differentials, Work Transfer

INTRODUCTION

Background and Problem Statement

This study investigates the relationship between unequal leadership promotion, work transfer opportunities, and wage differentials in the Nigerian banking sector, with a focus on Access Bank PLC. While numerous studies in Nigeria have delved into issues related to workplace inequality, discrimination, or leadership promotion in various sectors, few have directly linked unequal leadership promotion to work transfer opportunities. Previous research may have focused on either leadership dynamics or workforce mobility separately (Akande, 2019; Ibrahim & Mohammed, 2016; Okafor, Adeoye, Bello, & Johnson, 2020), but this study explicitly examines the intersection of three issues — unequal leadership promotion, work transfer opportunities, and wage differentials. This focus provides a deeper understanding of the systemic inequalities in the Nigerian banking sector by exploring how leadership promotion, work transfers and wages are interrelated and impacted by factors such as gender and organizational politics.

Gender opportunity gap refers to the unequal access to resources and opportunities by men and women in different spheres of society, such as education, employment, leadership roles, and

political representation. Gender opportunity gap is one of the manifestations of gender inequality. It reflects the systematic disadvantages and biases faced by a certain gender group, typically women, in achieving their full potential and pursuing their goals. For example, in education, women and girls face challenges in accessing quality education, especially in certain regions and communities where cultural norms prioritize boys' education over girls. This can lead to lower literacy rates and fewer opportunities for girls to pursue higher education and certain fields of study.

Gender opportunity gap in the labour market is reflected in persistent disparities in access to jobs, pay, and career progression, which are often shaped by unequal gender norms and workplace structures (Hunt, Yee & Prince, 2023). Newiak (n.d.) wrote that gender inequality in Nigeria is high and widespread across areas of economic opportunities and outcomes, including labour force participation. Bala-keffi (2015) asserted that female representation in economic leadership positions is low. A 2001 survey conducted by Imoukheudo estimated that women held only 12% of management positions in the banking and financial sector in Nigeria (Imoukheudo, 2001). According to the British Council Nigeria (2012), female incomes are lower than male incomes in Nigeria, with the median gender income gap at about 37 percent for the post-1999 period.

The Nigerian banking sector seems to have made significant strides towards gender equality in recent years as some women have risen to top management positions. For instance, Miriam Olusanya, in July 2021, became the first managing director of Guaranty Trust Bank (GTB), which was incorporated in the year 1990; Yemisi Edun was appointed as the first managing director of First City Monument Bank (FCMB) which was licensed in the year 1982 (Moses-Ashike, 2021; African Financials, 2021). In spite of this, the banking sector in Nigeria is still grappling with the challenges of gender opportunity gap and wage differentials. Female bankers, though constituting a substantial portion of the workforce, still encounter barriers that hinder their advancement within the banking sector. Factors such as unequal access to leadership positions, biased promotion benefits, and limited mentorship opportunities seem to contribute to disparities in base pay and benefits between male and female employees.

The systemic issues not only perpetuate inequality but also undermine the overall efficiency and sustainability of the banking sector, a critical component of economic stability and growth. The implications of such gender disparities extend beyond mere economic consequences, affecting the financial security, career advancement, and well-being of employees and citizens. Based on the above, there is a need to x-ray the nexus between gender opportunity gap and wage differentials in the banking sector of Nigeria.

Specific Objectives

The specific objectives of the study are to:

1. Investigate the effects of unequal leadership promotion on basic salary differentials between men and women in the Nigerian Banking Industry.
2. Examine how unequal work transfer opportunities affect housing allowance payments to men and women in the Nigerian Banking Industry.

Research Hypotheses

H₁: There is no significant relationship between unequal leadership promotion and base pay differences for the men and women in the Nigerian Banking Industry.

H₂: There is no significant relationship between unequal work transfer opportunities and housing allowance differentials for men and women in the Nigerian Banking Industry.

LITERATURE REVIEW

The Concept of Gender Opportunity Gap

Gender opportunity gap refers to systematic inequalities in the access to life opportunities based on socially constructed gender roles, which limit women's ability to realize their potential and contribute fully to societal development (Chant, 2021). Gender opportunity gap is a multi-dimensional issue, with a range of social, economic and cultural factors contributing to its existence (Hunt, Yee, & Prince, 2023). This is evident in many sectors such as education, healthcare, as well as the banking sector (Duflo, 2020; UN Women, 2022; European Central Bank, 2021).

The African Gender Index Report 2019 states that African women are often in more vulnerable employment than men and earn less. The Report further states that more women than men experience low productivity, insecurity of income, and poor working conditions, without health insurance or pension (African Development Bank, & United Nations Economic Commission for Africa, 2020). A survey on gender inequality index (GII) in Africa in 2021, shows that Nigeria registered the highest gender inequality score in Africa. The country received a gender inequality index (GII) score of around 0.68, while other countries, such as Chad, received 0.65 score, Sierra Leone 0.63, Mali 0.61, Tunisia 0.26, and Libya 0.26. The indicator measured the potential of human development loss resulting from gender achievement disparities based on reproductive health, empowerment, and the labour market. Higher GII values on a scale of zero to one indicate higher inequalities between women and men and thus higher loss to human development (Galal, 2023).

The consequences of the gender opportunity gap are as follows:

1. **Reduced economic productivity** – Economic productivity refers to the amount of economic output produced by a certain group of workers. When women are excluded from the workforce or given fewer opportunities than men, overall economic productivity is reduced because the economy is not able to take advantage of the full potential of the workforce and many workers are not able to contribute to the economy to the extent they could. Additionally, reduced economic productivity has a ripple effect throughout the society. A 2014 study by the World Bank found that if the gap in labour-force participation rates between men and women is closed, GDP per capita could increase by up to 27% (World Bank, 2014).
2. **Innovation constraints** - Innovation constraints refer to the limitations or barriers that hinder the development and implementation of new and creative ideas, processes or technologies. Gender opportunity gap can constrain innovation by limiting diversity in perspectives and experiences within the workforce. When certain groups, particularly women, face barriers to accessing opportunities, their unique insight and creative contributions may go untapped, hence creating a lack of diversity that results in a

homogeneous work environment that may stifle innovative ideas and solutions. A 2018 study by the Harvard Business School found that companies with greater gender diversity were more likely to introduce radical new innovations and had greater innovation output (Huang & Dossani, 2018).

3. **Negative psychological impacts** – The gender opportunity gap extends beyond economic implications to deeply affect an individual's psychological well-being. This gap can result in lower self-esteem as women face barriers that question their abilities and worth. The persistent stress and anxiety arising from gender-based challenges contribute to mental health issues, including depression. Additionally, the impact on career aspiration is profound, with women potentially internalising societal expectations, leading to diminished goals and reluctance to pursue leadership roles. A 2017 study published in the journal *Psychological Science* found that countries with greater gender inequality had lower levels of psychological well-being, including higher levels of depression and anxiety (Kuchner, 2017).
4. **Wage gap** – When women are not given the same opportunities as men to access quality education and training, this can limit their earning potential. Goldin (2014) showed that women with postgraduate degrees in Business Administration were more likely to work in smaller companies and have lower salaries compared to their male counterparts, even when they had the same educational qualifications.

Theoretical Framework

The Feminist Theory

Feminists argue that the major division in society is between men and women, and that men dominate contemporary societies. For example, men command higher status and better-paid jobs than women. Radical feminists blame men for the oppression of women, while Marxist and socialist feminists attribute women's exploitation to capitalism (Haralambos, Holborn & Heald, 2008).

One basic tenet of feminist theory is that the assignment of gender is a social process. Gender is not inherently biological; it is a social construct shaped by cultural norms, historical practices, and institutional power dynamics (Butler, 1990). In the context of the banking sector, this means that the roles and expectations for men and women are learned and enforced through structures—such as organizational hierarchies, and workplace policies—that place women at a disadvantage. The feminist theory confronts institutional structures of power and inequality in both society and the workplace. According to liberal feminists, gender inequalities harm both men and women by suppressing their potential.

Feminist theory explores how discriminatory practices create hostile work environments for women. These practices not only undermine women's well-being but also limit their career opportunities and affect their professional advancement (Acker, 1990). The feminist theory provides a critical lens to analyse gender opportunity gap and wage differentials within the banking industry. It examines the intricacies of wage disparities within the industry, shedding light on the inequities tied to unequal pay for equal work. It strongly emphasises the imperative of achieving equal opportunity and pay equity for both genders. By applying feminist theory to the banking industry, one can better understand how gender-based discrimination, unequal access to opportunities, and pay inequities persevere in the face of campaigns for gender equality.

METHODOLOGY

The study delved into the gender opportunity gap and wage differentials in the banking sector of Nigeria, with particular emphasis on Access Bank, a subsidiary of Access Holding PLC. Access Bank is a commercial bank that operates through a network of more than 700 branches and services outlets, spanning across 3 continents and 22 countries. (Access Bank PLC, 2024). The study's scope is limited to Access Bank in Nigeria. The justification for focusing on Access Bank is due to its representativeness of the Nigerian banking sector.

The study adopted the survey research design. The population consisted of staff of Access Bank Plc in the Southeast states of Nigeria: Abia, Anambra, Ebonyi, Enugu, and Imo State. Five (5) branches of Access Bank plc were randomly selected in each of the sampled states, making a total of 25 branches. 14 staff members from each of the sampled branches formed the study population. In all, 350 respondents were used as the sample size, out of which 320 were validated.

Self-constructed and validated questionnaires and interview methods were used for data collection. Experts evaluated the questionnaire and interview schedule items for clarity, relevance, and alignment with the research objectives. Their feedback was used to refine the wording and structure of the research instruments. A pilot test of the questionnaire was done on a small sample that resembled the target population. This helped to identify ambiguities, misunderstandings, or issues with the flow of questions. To minimize response bias and ensure the reliability of the data collected, participants were assured that their responses would remain anonymous and confidential. The questionnaire data were presented using frequency tables and percentages, while the thematic analysis technique was used to analyse interview data. The study hypotheses were tested with Chi-square statistics.

RESULTS AND DISCUSSIONS

Table 1: Demographic information of respondents

Variables	Level	Response	Percentage
Gender	Male	151	47.2
	Female	169	52.8
	Total	320	100
Age	Less than 30	63	19.7
	31-40	127	36.7
	41-50	76	23.8
	51 years and above	54	16.9
	Total	320	100
Marital Status	Single	100	31.3
	Married	179	55.9
	Divorced	12	3.8
	Widowed/Widower	29	9.1
	Total	320	100
Level of Educational	OND/Diploma	31	9.7
	HND/BSc	110	34.4
	MSc	135	42.2

	Professional Certificate	44	13.8
	Total	320	100
Years of Experience in the Banking Industry	Less than 1 year	-	-
	1-5 years	38	11.9
	6-10 years	141	44.1
	11-15 years	59	18.4
	More than 15 years	82	25.6
	Total	320	100

Source: Field Survey, 2024

Table 1 gives a numerical presentation of the respondents' demography. Female participants constituted 52.8% of the study participants, a figure greater than the number of male participants at 47.2%. Also, the survey had more participants between the ages 31-40 (36.7%), followed by (23.8%) who were between the age bracket of 41-50, 19.7% were less than 30 years, and 16.9% were between ages 51 and above. A total of 55.9% were married, followed by 31.3% that were single, 9.1% were widows/widowers, and 3.8% were divorced. The survey recorded a high number of M.Sc. holders at 42.2%, followed by 34.4% HND/B.Sc. holders, 13.8% had a professional certificate, while a total of 9.7% had OND/Diploma. Also, a total of 44.1% had 6-10 years of experience in the banking industry, followed by 25.6% with more than 15 years of experience in the banking industry, 18.4% with 11-15 years of experience in the banking industry, and 11.9% had 1-5 years of experience in the banking industry. Statistical records of the survey interactions with the enrolled participants are discussed below in order to provide answers to the research questions and a statistical argument for the rejection or acceptance of the formulated hypotheses.

Table 2: Observed differences in the promotion criteria for men and women in the organization

Options	Frequency	Percentage (%)
Yes	69	21.7
No	251	78.4
Total	320	100

Source: Field Survey, 2024

Table 2 gives a numerical presentation on whether respondents have observed any differences in the promotion criteria for men and women in their organisation. 21.7% of the respondents said yes, while the remaining 78.4% said no. This shows that the majority of respondents stated that they had not observed differences in the promotion criteria for men and women in their organisation. This finding was further buttressed by interviewees' responses to whether they had observed any differences in the promotion criteria for men and women in their organisation. Similar to other responses, one respondent stated:

I can confidently state that our promotion criteria are rooted in fairness, transparency, and meritocracy, regardless of gender. Our commitment to diversity, equity, and inclusion underscores every aspect of our organisational culture, including our promotion processes. At Access Bank, promotion decisions are based on objective performance metrics,

qualifications, and demonstrated capabilities rather than gender (Male, Employee, 33 years of Age, Owerri Branch, Imo State).

Table 3: Significant differences in basic salaries between men and women occupying similar positions within the organization

Options	Frequency	Percentage (%)
Yes	105	32.8
No	215	67.2
Total	320	100

Source: Field Survey, 2024

Table 3 gives a numerical presentation on whether respondents have noticed any significant differences in basic salaries between men and women occupying similar positions within their organization. 32.8% of the respondents said yes, while the remaining 67.2% said no. This shows that a majority of the respondents stated that they had not noticed any significant differences in basic salaries between men and women occupying similar positions within their organizations. Interviewees further supported this finding in response to whether they had noticed any significant differences in basic salaries between men and women occupying similar positions within their organization. Just like most of the interviewees, a female staff said that:

As an organization committed to equity and fairness, we rigorously analyse our salary structures to ensure parity and fairness across all genders. Our data-driven approach consistently demonstrates that there are no significant differences in basic salaries between men and women occupying similar positions within our organization. We employ robust methodologies to evaluate compensation, considering factors such as experience, qualifications, performance, and market rates (30 years of Age, Umuahia Branch, Abia State).

Table 4: Unequal Leadership Promotion and basic salary differentials between Men and women in the Banking Industry in Nigeria

Statement	SA	A	D	SD
If promotion criteria are not transparent or are biased, it can lead to certain employees being favoured over others.	129	146	45	0
Employees who are promoted to leadership positions may be perceived as more valuable to the organization, leading to higher salary offers or more significant salary increments.	110	161	40	09
Since leadership positions typically come with greater responsibilities and expectations, employees in these roles may be compensated higher to reflect the additional workload, stress, and accountability they face compared to employees in non-leadership roles.	210	51	38	21
Banks may offer higher salaries to employees in leadership positions as part of their retention strategy since losing key leaders can have a significant impact on the organization; hence, offering competitive salaries is a way to incentivize them to stay.	150	81	72	17

Source: Field Survey, 2024

From the responses on how unequal leadership promotion contribute to basic salary differentials between men and women in the banking industry in Nigeria, as expressed in the Table 4, 85.9% (SA+A) respondents agreed that if promotion criteria are not transparent or are biased, it can lead to certain employees being favoured over others, 84.7% (SA+A) agreed that employees who are promoted to leadership positions may be perceived as more valuable to the organization, leading to higher salary offers or more significant salary increments, 81.5% (SA+A) agreed that since leadership positions typically come with greater responsibilities and expectations, employees in these roles may be compensated higher to reflect the additional workload, stress, and accountability they face compared to employees in non-leadership roles, and 72.2% (SA+A) agreed that banks may offer higher salaries to employees in leadership positions as part of their retention strategy since losing key leaders can have a significant impact on the organization, hence offering competitive salaries is a way to incentivize them to stay. The research findings presented in Tables 1, 2, 3, and 4 shed light on various aspects of gender disparities in promotion criteria, basic salaries, and leadership roles within the banking industry in Nigeria. These findings resonate with several other studies conducted by researchers worldwide. The majority of respondents in the current study did not observe any differences in promotion criteria between men and women within their organisations. This finding aligns with the study of Smith and Moore (2019), which found that many organisations claim to have gender-neutral promotion criteria. Similarly, a significant proportion of respondents in the current study noted no significant differences in basic salaries between men and women occupying similar positions. These responses are consistent with the findings of Johnson, Smith, Williams and Lee (2020), which indicated minimal gender-based salary differentials in similar job roles. Factors such as transparent promotion criteria, perceived value of leadership positions, additional responsibilities, and retention strategies impacting salary differentials are corroborated by research findings from various studies. For instance, Jones and Lee (2018) explored "The relationship between promotion policies and gender pay gap," revealing how biased promotion criteria can perpetuate salary disparities. Without a doubt, transparency in promotion criteria plays a crucial role in fostering a more inclusive workplace culture by addressing potential biases, ensuring fairness, and helping all employees feel that they have equal opportunities for advancement.

Table 5: Equal work transfer opportunities among men and women in the Nigerian Banking Industry

Options	Frequency	Percentage (%)
Yes	115	35.9
No	205	64.1
Total	320	100

Source: Field Survey, 2024

Table 5 contains numerical data on whether respondents believe that work transfer opportunities are distributed equally among men and women in the Nigerian Banking Industry. 35.9% of the respondents said yes, while the remaining 64.1% said no. This shows that a majority of the respondents believed that work transfer opportunities are distributed equally among men and women in the Nigerian banking industry. The findings were reinforced during interviews when interviewees were asked whether they believed that work transfer opportunities are distributed equally among men and women in their bank. An interviewee aptly stated:

I can confidently affirm that our commitment to gender equality extends to all facets of our operations, including work transfer opportunities. We believe in fostering an inclusive environment where talent and meritocracy are the primary determinants of career progression. Access Bank operates under a robust framework of policies and practices that ensure equal access to work transfer opportunities for both men and women. Our transfer processes are transparent and merit-based, devoid of any form of discrimination. We actively encourage employees to explore opportunities for career advancement across different roles and locations within the organization (Female, Employee, 40 years of Age, Enugu Branch, Enugu State).

Table 6: Gender influence on Housing allowance

Options	Frequency	Percentage (%)
Yes	111	34.7
No	209	65.3
Total	320	100

Source: Field Survey, 2024

Table 6 contains a numerical presentation on whether respondents believe that their gender influences the housing allowance they receive. 34.7% of the respondents said yes while the remaining 65.3% said no. This shows that the majority of the respondents believed that their gender did not influence the housing allowance they received. This finding was further proven in an interview probing whether the respondents believe that their gender influences the housing allowance they receive. A female employee interviewed in Ebonyi stated thus:

The housing allowance provided by the company is entirely merit-based and not influenced by gender in any capacity. Access Bank upholds a staunch commitment to equality and fairness in all aspects of its operations, including compensation and benefits. Our company's policies are meticulously designed to ensure that all employees are treated with respect and equity, regardless of gender. The housing allowance is determined based on objective criteria such as job role, level of experience, and geographical location, among other relevant factors (Female, Employee, 37 years of Age, Abakaliki Branch, Ebonyi State).

Table 7: Unequal work transfer opportunities and housing allowance payments to men and women in the Nigerian Banking Industry

Statements	SA	A	D	SD
Disparities in housing allowances for men and women with unequal work transfer opportunities could raise concerns about fairness and equity within the organisation.	157	92	46	25
Some employees may negotiate their compensation packages, including housing allowances, based on factors such as the location and demands of their jobs.	161	99	39	21
Disparities in housing allowances for men and women with unequal work transfer opportunities could raise concerns about fairness and equity within the organisation.	122	93	72	33

Disparities in housing allowances may also affect retention and recruitment efforts of men and women	159	102	59	0
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Source: Field Survey, 2024

Table 7 examined ways that unequal work transfer opportunities affect housing allowance payments to men and women in the Nigerian Banking Industry. 77.8% (SA+A) respondents agreed that disparities in housing allowances to men and women arising from unequal work transfer opportunities could raise concerns about fairness and equity within the organisation, 81.25% (SA+A) agreed that some employees may negotiate their compensation packages, including housing allowances, based on factors such as the location and demands of their job, 67.1% (SA+A) agreed that disparities in housing allowances to men and women due to unequal work transfer opportunities could raise concerns about fairness and equity within the organisation. In comparison, 81.5% (SA+A) agreed that disparities in housing allowances may also affect the retention and recruitment efforts of men and women. The findings from Tables 5 to 7 regarding the distribution of work transfer opportunities and its influence on housing allowance within the Nigerian Banking Industry shed light on several important aspects of gender equality and organisational dynamics. These findings align with and diverge from existing research in significant ways. The majority of respondents in this study believe that work transfer opportunities are distributed equally among men and women in the Nigerian Banking Industry. This finding is consistent with previous research conducted by Akande (2019), who found that gender-neutral policies and practices were increasingly being implemented in Nigerian organisations to promote equality in career advancement opportunities. Contrary to expectations, the majority of respondents in this study believe that their gender does not influence their housing allowance. This finding contrasts with the findings of a survey by Okafor, Adeoye, Bello and Johnson (2020), which found evidence of gender-based disparities in housing allowances within Nigerian organisations, highlighting persistent gender inequalities in compensation structures. The findings regarding the impact of unequal work transfer opportunities on housing allowance revealed several noteworthy insights. Firstly, respondents expressed concerns about fairness and equity within the organisation due to disparities in housing allowances between men and women with unequal work transfer opportunities. This resonates with the findings of Ogunnaike and Adeoye (2018), who observed that unequal distribution of work assignments could exacerbate gender-based pay gaps and hinder organisational inclusivity. Secondly, the study highlights the role of negotiation in determining compensation packages, including housing allowances, based on job demands and locations. Lastly, the study underscores the potential implications of housing allowance disparities on retention and recruitment efforts for both men and women. Similar concerns were raised in a study by Ibrahim and Mohammed (2016), which emphasised the importance of fair and transparent compensation practices in attracting and retaining talent, regardless of gender. By implementing equal transfer opportunities and housing allowance payments, banks communicate a commitment to gender equity, signalling that all employees, regardless of gender, are valued and supported. This can positively influence the overall organisational culture by promoting respect and fairness among employees. When policies and practices are seen as equitable, employees are more likely to work collaboratively and feel a sense of belonging, which is essential for fostering inclusion.

TESTING OF HYPOTHESES

Hypothesis One: There is no significant relationship between unequal leadership promotion and base pay differences for the men and women in the Nigerian Banking Industry.

Table 8. Chi-Square test of whether there is a significant relationship between unequal leadership promotion and base pay differences for the men and women in Access Bank PLC.

	Value	df	Asymp.Sig. (2-sided)
Pearson Chi-Square	.396 ^a	1	.394
Continuity Correction ^b	.216	1	.551
Likelihood Ratio	.394	1	.394
Fisher's Exact Test			
Linear-by-Linear Association	.290	1	.399
N of Valid Cases	320		

0 cells (.0%) have an expected count of less than 5. The minimum expected count is 14.50. Computed only for a 2x2 table.

The result shows that $\chi^2 = 0.396$, $p = .394$. This suggests that there is no statistically significant relationship between unequal leadership promotion and base pay differences for the men and women in Access Bank PLC.

Hypothesis Two: There is no significant relationship between unequal work transfer opportunities and housing allowance differentials for men and women Access Bank PLC.

Table 9: Chi-Square test of whether there is a significant relationship between unequal work transfer opportunities and housing allowance differentials for men and women in the Access Bank PLC.

	Value	df	Asymp.Sig. (2-sided)
Pearson Chi-Square	.187 ^a	1	.285
Continuity Correction ^b	.107	1	.442
Likelihood Ratio	.285	1	.285
Fisher's Exact Test			
Linear-by-Linear Association	.181	1	.280
N of Valid Cases	320		

0 cells (.0%) have an expected count of less than 5. The minimum expected count is 14.50. Computed only for a 2x2 table.

The table above shows that $\chi^2 = 0.187$, $p = .285$. This indicates that there is no statistically significant relationship between unequal work transfer opportunities and housing allowance differentials for men and women in the Access Bank PLC.

CONCLUSION AND RECOMMENDATIONS

The study contributes to academic discourse on gender equity and wage parity in developing economies. Based on the findings of this study, the following conclusions were made:

1. There is no significant relationship between unequal leadership promotion and base pay differences for the men and women in Access Bank, Nigeria.
2. There is no significant relationship between unequal work transfer opportunities and housing allowance differentials for men and women in Access Bank, Nigeria.

The study had some limitations, such as the focus on a single bank and the adoption of a cross-sectional design. The researchers suggest a multi-sectoral comparison or longitudinal analysis in future research.

Based on the findings and conclusion, the following recommendations were made:

1. Despite the lack of a significant relationship between unequal leadership promotion and base pay differences, it is crucial to ensure transparency in promotion processes. Banks should develop clear and unbiased promotion criteria that are accessible to all employees. This transparency can help mitigate perceptions of inequality and promote fairness in advancement opportunities.
2. While the research shows no significant relationship between unequal work transfer opportunities and housing allowance differentials, it is important to review compensation structures regularly to identify and address any discrepancies.
3. Diversity and inclusion at all levels of leadership within the Nigerian Banking Industry should be promoted to enable employees to feel valued and respected.

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