

Effect of Gender Segregation on Organisational Creativity in Selected Deposit Money Banks in Lagos State, Nigeria

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Abstract

Organizational creativity is critical to achieving set goals. Most corporate bodies have begun to align priorities to focus on strategies that improve the creativity levels of their organisations especially the banks. The banking industry plays an important role in the modern economic world by facilitating internal and external transactions. However, it is observed that the linkage between gender segregation and organizational creativity has not been fully established and this has adversely impacted the performance level of some banks in Nigeria. This study evaluated the effect of gender segregation on organisational creativity in selected deposit money banks in Lagos State, Nigeria. The study adopted survey research design. The population of this study comprised of 3,098 employees of the selected deposit money banks (First bank of Nigeria, United Bank of Africa, Guaranty Trust Bank, Access Bank and Zenith Bank,) located in Lagos State. The sample size of 450 was determined using research advisor's table. Adapted and validated questionnaire was used for data collection. Cronbach's Alpha reliability coefficients for the constructs ranged from 0.726 to 0.763, Composite Reliability ranged from 0.760 to 0.802. The response rate was 81.1%. Data collected were analysed using descriptive and inferential (simple linear regression) statistics. Findings revealed that gender segregation had a significant effect on organisational creativity in selected deposit money banks in Lagos, State ($\beta = -0.092$, $t = -2.710$, $R^2 = 0.020$, $p < 0.05$). The study concluded that gender segregation had significant effect on organizational creativity in selected deposit money banks in Lagos State, Nigeria. The study therefore recommended that deposit money banks' managers should encourage peaceful coexistence and participation of employees irrespective of gender to improve organisational creativity.

Keywords: *Gender segregation, Deposit money banks, Employees, Organisational creativity, Organisational disparity, Performance*

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Background to the Study

The goal of every organisation is the progressive improvement of her creativity that places such organisation ahead of competitors. Hence, corporate bodies have begun to align priorities to focus on factors that improve the creativity of their organisations especially in the banks. Despite this, it has been observed especially in banking sector that the creativity level of bankers may not be as expected. Impediment has been created due to poor management of organisational disparity as they struggle to maintain substantial level of effectiveness. Globally, changes in organisational environments, such as advancements in information technologies, product innovations and increased competition, have significantly transformed the way organisation's function (Holbeche, 2018). In the United Kingdom, value creation through effective organisational performance for stakeholders has become a key focus for managers (Mbama, and Ezepue, 2018). These changes have also led academics and practitioners to argue for the need of a systematic approach to measure effectiveness that goes beyond the scope of the individual stakeholder, and the need to integrate measures with the strategic planning process, which requires stringent management control systems (Ramaswamy, and Ozcan, 2018). However, difficulty in blending multiple personalities into a cohesive and unified team has been a major challenge in many organisations (Lewis and Wescott, 2017). It follows therefore, that an inappropriate organisational disparity can protect organisations from potential risks and losses, and improve organisational effectiveness (Shadi, Hong-Oanh, and Shu-Ling, 2018).

It has been noticed that organisational effectiveness in the United States of America has suffered a significant reduction as a result of structural challenges as well as the terrible impact of the COVID 19 pandemic that affected the entire world (Mueller, McConnell, Burow, Pofahl, Merdjanoff and Farrel, 2021). Job dissatisfaction was high among financial workers in European countries such as Greece, Ireland, Spain, and Germany, with rates of 56 percent, 42 percent, 38 percent, and 37 percent, respectively (Ünal, Urbinati, Chiaroni and Manzini, 2019). Job dissatisfaction among workers in these countries has influenced their level of dedication and conscientiousness in extra-role behaviour, leading to intention to leave the company, absenteeism, and sabotage, particularly in the banking industry (U-Din, Tripe, and Kabir, 2018). These unfavourable effects have had a significant impact on the supply of high-quality services to customers, resulting in a negative image for some banking institutions, which further affect their effectiveness (Ahmad, Naveed, Ahmad, and Butt, 2020). The recent Global Financial Crisis (GFC), COVID-19 pandemic and Eurozone sovereign debt crisis have severely destabilized bank effectiveness, stability and undermined the process of bank integration in Europe (Bénassy-Quéré and Di-Mauro, 2020).

In 2020, the total assets of China's banking sector saw a steady expansion, with improved asset quality. Based on the indicators data published by China Banking and Insurance Regulatory Commission (CBIRC), by the end of 2020, the total assets of China's banking institutions climbed 10.1 percent year-on-year to renminbi (RMB) 319.7 trillion. Their nonperforming loans ratio stood at 1.84 percent, 0.02 percentage points lower from the end of 2019 (Liu, 2021). The banking sector has provided strong financial support to the national policy goals of stabilizing the six fronts (employment, finance, foreign trade, foreign investment, domestic

investment and market expectations) and guaranteeing the six priorities (jobs, livelihoods, development of market entities, food and energy security, stable operation of industrial supply chains, and smooth functioning at the community level) (Appiah-Otoo, 2020; Alam, Ali, Bhuiyan, Solaiman, and Rahman, 2020). In Bangladesh, the Banking industry is well-structured industry in the financial sector and occupies the maximum portion of formal financing (Solaiman, Chowdhury, Hossain, Akter, and Azam, 2021).

Africa today has the second-fastest-growing banking market, taking retail and wholesale banking together in the world (Chironga, Cunha, De Grandis, and Kuyoro, 2018). However, low organisational effectiveness has plagued organisations, especially in the banking sector. Employee turnover is high in South Africa's banking sector, particularly in Limpopo Province, one of the country's nine provinces. This has had a direct negative impact on the organization's financial consequences, as they must budget for separation and replacement costs when voluntary and/or involuntary staff turnover happens (Ramavhona and Mokwena, 2016). In Nigeria, deposit money banks play a vital role in the growth and development process of an economy. They also act as financial intermediaries as well as being a key source of financing for businesses (Olokoyo, Ibhagui, Babajide, and Yinka-Banjo, 2021). In terms of GDP contribution, the banking sector only contributes 2.63% to GDP compared to telecommunications (9.28%), real estate (7.72%) and crude petroleum and natural gas (13.70%) (Central Bank of Nigeria 2015). Turning to domestic credit to the private sector as a ratio of GDP, it is also observed that the banking sector with about 14.5% is behind the world average which is 84.5% and Sub-Saharan Africa, Low Middle Income countries, South Africa, Kenya and Cameroon with about 28.2%, 40.6%, 67.2%, 34.1% and 15.5% respectively (Bawa, Abdullahi, and Ibrahim, 2016; Olokoyo, Ibhagui, Babajide, and Yinka-Banjo, 2021; Osuma, Babajide, Ikpefan, Nwuba, and Jegede, 2019).

Gender disparity is a hotly debated issue in the corporate finance area. Scholars have submitted that disparity enhances the corporate decision making, increase social sensitivity when solving problems and subsequently leads to better financial performance (Adam, Boadu, and Frimpong, 2018; Kulkarni, and Ghosh, 2021; Iren, 2016). Digital financial services have expanded opportunities for millions of women across the globe. More than 240 million more women now have an account with a financial institution or mobile money service, compared to past years. Through this increased engagement in the formal economy, women's resilience to financial, economic and health shocks is improving. However, there remains much work to do to achieve gender equality in financial services. These challenges are compounded by laws and norms that can undermine a woman's right to participate in the labour force, control assets, establish and access funding to grow formal businesses and, ultimately, make her own economic decisions. Compared to men, women are more likely to be poor, less likely to have a job and more likely to work in the informal economy. In enhancing organizational creativity, there are essential factors that have not been given adequate research attention, such as gender disparity and gender segregation. Hence the objective of this study was to examine the effect of gender segregation on organizational creativity.

To achieve the study objective, a hypothesis was formulated:

H₀: Gender segregation does not have a significant effect on organisational creativity in selected deposit money banks in Lagos State, Nigeria.

Conceptual Review

Gender Segregation

According to Channar, Abbassi and Ujan (2011), no law has ever attempted to define precisely the term segregation, in the context of workforce; however, it can be defined as the giving of an unfair advantage (or disadvantage) to the members of the particular group in comparison to the members of other group. Gender segregation can be defined as the differences in patterns of representation of women and men in the labour market, public and political life, unpaid domestic work and caring, and in young women's and men's choice of education (European Commission, 2014). Triana, Jayasinghe, Pieper, Delgado and Li (2019) define perceived workplace gender segregation as a person's perception that they were denied equality of treatment in the workplace because of their gender. Paula (2010) suggested that social change with regard to gender segregation is largely one-sided, as women seek access to male-dominated jobs more than the reverse because female-dominated jobs are compensated less. Thus, changes in women's occupational distribution have been more pronounced than those for men (Gonäs, Wikman, Vaez, Alexanderson, and Gustafsson, 2019). However, women's desire for upward mobility is constrained by the continuing presence of gender essentialist views which hold men and women to be inherently, categorically different in terms of preferences and aptitudes (Cohen, 2016). Essentialism pushes women toward jobs traditionally done by women, such as teaching, nursing, and other care-related service work, while men under the influence of essentialism prefer to stay in male-dominated fields (Feltham, 2020).

Baron and Bielby (2018), opined that it may be women with higher earning potential especially those whose parents and themselves went to college, who more often seek to integrate male-dominated jobs; for them, upward mobility may require crossing the gender line. On the other hand, women with less access to high-status jobs can pursue an upwardly mobile path that includes female-dominated work; for them, getting into a white-collar administrative job, nursing career, or teaching credential represents upward mobility even though their destination career is still female-dominated (Cohen, 2016). As a result, gender integration has advanced much more among higher-status occupations (He, Kang, Tse, and Toh, 2019). Furthermore, Ali, Ng, and Kulik (2014) claim that a considerable amount of gender diversity is rendered ineffective unless gender biased concerns are first identified and addressed (Ali, Ng, and Kulik, 2014). According to the report, the most significant constitutional problem is overcoming the belief that women are not equal to men. According to Ruiz-Jiménez, Fuentes-Fuentes, and Ruiz-Arroyo (2016), just 54 percent of working-age women worldwide, compared to 80 percent of men, are in the labour. According to Baron and Bielby (2018), giving equal job opportunities for women is critical for improving employee performance in a company.

Organisational Creativity

Organisational creativity is defined as the generation of novel and useful ideas is critical to organizational survival and effectiveness. The creativity of the employee can most often be referred to an individual who has new ideas for his work and work style, must be flexible to work in a team rather than complete a project individually (Siddiqi and Qureshi, 2016). A creative employee is one who has better understanding skills and is adaptable so that if new technology is introduced in the company, all these values should be able to use it in no time (Runco, 2004). Organizational creativity is the creation of a valuable, useful new product, service, idea, procedure, or process by individuals working together in a complex social system (Blomberg, Kallio, and Pohjanpää, 2017). Organisational creativity has essentially focused on the influence of individuals and internal context, which are more or less conducive to the expression of individual creativity (De Vasconcellos, Garrido, and Parente, 2019).

Looking at advantages of organisational creativity, the study of the creative employee includes investigations into both cognitive and personality factors. Guilford's (2016) work emphasized the importance of divergent thinking skills in creative thinking, naming them fluency, flexibility, elaboration, and originality, which was later confirmed by Torrance's numerous studies that looked at the predictive value of these characteristics on adults' creative achievements (Torrance, 2019). Curiosity, tolerance for different ideas, autonomy, imagination, self-confidence, tenacity, motivation, and others are some of the positive personality factors related with creativity (Almeida and Wechsler, 2015; Zaitouni, and Ouakouak, 2018). Nonetheless, rather than believing that creative persons possess all of these characteristics, scholars agree that there are a variety of ways for people to express their creative potential (Tse, To, and Chiu, 2018).

Empirical Review

Gender Segregation and Organisational Creativity

Different scholars and researchers have carried out several studies on gender segregation and employee creativity. The study of Joshi and Ganji (2020), revealed that gender discrimination has a detrimental and critical impact on work satisfaction, employee participation, and organizational identity and has had a positive and significant effect on job stress. The study of Abbas, Hameed and Waheed (2011) on gender discrimination and its effect on employee productivity. Data is obtained by 200 telecom supervisors of Pakistani industry for understanding the effects of discrimination on employees' performance. Quantitative tools applied to analyse the data i.e. correlation and regression tools. The study revealed that gender differences in hiring, gender biasness in promotion and gender disparity in provision of goods and facilities have negative relationship with productivity. This finding is in agreement with Joshi and Ganji (2020) who also found that gender discrimination has had a detrimental and critical impact on work satisfaction, employee participation, and organizational identity and has had a positive and significant effect on job stress.

Furthermore, the study of Kim, Kim, Lee, Sim, Kim, Yun and Yoon (2020) found that women who experienced gender discrimination at workplace had higher odds of depressive symptoms regardless of the type of the discrimination including hiring, promotion, work

assignments, paid wages, and firing. These associations were consistent in younger women below 40 years of age in regard to hiring, promotion, paid wages and firing, whereas inconsistent among older women above 40 years of age. The study of Lucifora and Vigani (2021) shows that a female boss is associated with reduced gender discrimination, with positive spill overs mainly on female subordinates, in jobs where female presence is also higher and where work organization is more complex.

Theoretical Review

Equity theory was proposed by John Stacey Adams, a workplace and behavioral psychologist who founded his job incentive theory in 1963. According to Adams, people engage in social comparison by comparing their efforts and rewards to those of relevant individuals (1963). Individuals' perceptions of how fair their rewards are in comparison to others influence their motivation. Years of pushing for equal and equitable wages for all bank employees spawned the notion. When people believe their effort-to-reward ratio is the same as those they associate themselves with, they contemplate equity. When people perceive their effort-to-reward ratio is different (typically adversely) from those they compare themselves to, they feel inequality.

Equity theory was employed as the foundation for this study because it advocates the idea of developing a viable workforce based on equity and justice. According to theory, workers are less exploited, there is greater incentive, and there are better interrelationships amongst workers. This guarantees that the workforce remains viable and ready to improve performance in the future. According to equity theory, employees need to be treated equally and fairly compensated for their contributions to the bank's performance.

Methodology

The study adopted survey research design. The population of this study comprised of 3,098 employees of the selected deposit money banks (United Bank of Africa, Zenith Bank, Access Bank and Guaranty Trust Bank) located in Lagos State. The sample size of 450 was determined using research advisors table. Primary source of data collection was employed via adapted and validated questionnaire. Cronbach's Alpha reliability coefficients for the constructs ranged from 0.726 to 0.763, Composite Reliability ranged from 0.760 to 0.802. The response rate was 81.1%. Data collected were analysed using descriptive and inferential (simple linear regression) statistics.

Descriptive and Inferential Analysis of the Study

Table 1: Descriptive Statistics on Gender Segregation

Items		High	Moderately High	Moderately Low	Low	Very Low	Missing	Mean	Standard Deviation
Exclusion of employees from different background	11.5%	13.7%	13.7%	16.4%	28.2%	13.2%	3.3%	3.11	1.679
Inequality among employees	4.1%	12.3%	12.6%	9.6%	43.0%	15.3%	3.0%	2.67	1.483
Favoritism	9.3%	7.7%	16.4%	12.3%	31.8%	20.0%	2.5%	2.81	1.618
Seclusion	7.9%	23.3%	10.4%	15.6%	15.6%	24.1%	3.0%	3.08	1.773
Unequal treatment	9.9%	14.2%	23.6%	8.8%	15.1%	26.0%	2.5%	3.07	1.764
Average of Mean								2.948	1.663

Source: Researchers' Findings, 2022

Table 1 shows the descriptive analysis on Gender Segregation in selected deposit money banks. To address this variable, five items were used to get the opinions of the respondent. The table shows that 11.5% of the respondents indicated that exclusion of employees from different backgrounds is very high, 13.7% indicated high, 13.7% as well indicated moderately high, 16.4% indicated moderately low, 28.2% indicated low, 13.2% indicated very low and 3.3% of the responses were missing. On average, the respondents indicated that exclusion of employees from different backgrounds is moderately low in with a mean of 3.11 and the standard deviation of 1.679 indicating disparity in the mean. With regards to inequality among employees, the table revealed that 4.1% of the respondents indicated very high, 12.3% indicated high, 12.6% indicated moderately high, 9.6% of the respondent indicated moderately low, 43.0% indicated low, 15.3% indicated very low and 3.0% of the responses were missing. On average, the respondents indicated that inequality among employees is moderately low with a mean of 2.67 and the standard deviation of 1.483 indicates that there is disparity in mean. Further, on favouritism in the organisation, 9.3% of the respondents indicated very high, 7.7% indicated high, 16.4% indicated moderately high, 12.3% of the respondent indicated moderately low, 31.8% indicated low, 20.0% of the respondents indicated very low and 2.5% of the responses were missing. On average, the respondents indicated that favouritism in their organization is moderately low with a mean of 2.81 and a standard deviation of 1.618 shows the extent of dispersion around the mean.

Furthermore, the table also shows that 7.9% of the respondents indicated that seclusion in their banking organization is very high, 23.3% indicated high, 10.4% indicated moderately high, 15.6% indicated moderately low, 15.6% of the respondents as well indicated low, 24.1% of the respondents indicated very low and 3.0% of the responses were missing. On average, the respondents indicated that seclusion in their organization is moderately low with a mean of 3.08 and standard deviation of 1.773 implying dispersions around the mean. Lastly, results also indicated that 9.9% of respondents responded very high to the existence of unequal

treatment, 14.2% of the respondents indicated high, 23.6% indicated moderately high, 8.8% of the respondent indicated moderately low, 15.1% indicated low, 26.0% of the respondents indicated very low. On average, the respondents indicated that unequal treatment in their organization is moderately low with a mean of 3.07 and standard deviation of 1.764 depicting disparity in the mean.

The average mean of 2.948 shows that majority of the respondents indicated moderately low with regards to gender segregation in their deposit money bank and the standard deviation of 1.663 shows a high level of disparity from the mean.

Table 2: Descriptive Statistics on Organisational Creativity

Items		High	Moderately High	Moderately Low	Low	Very Low	Missing	Mean	Standard Deviation
Personal initiative	30.1%	57.3%	9.9%	1.1%	0.0%	0.0%	1.6%	5.1	0.921
Innovative techniques	48.2%	41.1%	7.4%	1.1%	0.3%	0.0%	1.9%	5.28	1.014
Love for challenging task	49.3%	33.7%	14.0%	1.1%	0.0%	0.0%	1.9%	5.24	1.051
Demonstration of originality	49.0%	35.1%	11.8%	1.6%	0.5%	0.0%	1.9%	5.23	1.074
Problem solving propensity	32.9%	49.9%	12.6%	1.6%	0.5%	0.3%	2.2%	5.03	1.079
Average of Mean								5.176	1.027

Source: Researchers' Findings 2022

Table 2 shows the descriptive analysis of respondents' opinion on Organisational Creativity and its items. The table shows that 30.1% of the respondents indicated that personal initiative is very high, 57.3% indicated high while 9.9% indicated moderately high, 1.1% indicated moderately low and 1.6% of the responses were missing. On average, the respondents indicated that personal initiative in their organisation is high with a mean of 5.1 and standard deviation of 0.921 indicates a convergence around the mean. Results also indicated that 48.2% of respondents responded very high to innovative techniques, 41.1% indicated high, while 7.4% indicated moderately high. However, about 1.1% of the respondent indicated moderately low, 0.3% indicated low and 1.9% of the responses were missing. On average, the respondents indicated that innovative techniques in their deposit money banks is high with a mean of 5.28 and standard deviation of 1.014 shows a slight disparity in the mean. Further, regarding love for challenging task in their organisation, 49.3% of the respondents indicated very high, 33.7% indicated high, 14.0% indicated moderately high, about 1.1% of the respondent indicated moderately low and 1.9% of the responses were missing. On average, the respondents indicated that love for challenging task in their organisation is high with a mean of 5.24 and standard deviation of 1.051 shows a slight disparity in the mean.

Results also indicated that 49.0% of respondents responded very high regarding demonstration of originality, 35.1% indicated high, 11.8% indicated moderately high, on the other hand, about 1.6% indicated moderately low, 0.5% indicated low while 1.9% of the responses were missing. On average, the respondents indicated that demonstration of originality in their banking organization is high with a mean of 5.23 and standard deviation of 1.074 shows a slight disparity in the mean. Lastly, results also indicated that 32.9% of respondents responded very high to problem solving propensity, 49.9% of the respondents indicated high while 12.6% indicated moderately high, about 1.6% of the respondent indicated moderately low, 0.5% indicated low, 0.3% indicated very low and 2.2% of the responses were missing. On average, the respondents indicated that resource fluidity is high with a mean of 5.03 and standard deviation of 1.079 implies that the responses converge on the mean.

The average of mean of 5.176 shows that the respondent's responses on organizational creativity in their deposit money bank is high and the standard deviation of 1.027 implies a slight disparity in the mean.

Restatement of the Research Hypothesis

H₀: Gender segregation does not have a significant effect on organisational creativity in selected deposit money banks Lagos State, Nigeria.

A simple linear regression analysis was used to test the hypothesis. In the analysis, gender segregation is the independent variable while organizational creativity is the dependent variable. The data for the variables were generated by adding responses of the items under the variables together to create index of gender segregation and organizational creativity. The results of the analysis are presented on table 3 below;

Table 3: Summary of regression of the effect of gender segregation and organizational creativity of the selected deposit money banks in Lagos State, Nigeria

Variables	<i>B</i>	<i>T</i>	<i>Sig</i>	<i>R</i>	<i>R</i> ²	Std. Error of the Estimate
(Constant)	27.240	49.971	.000	.141 ^a	.020	4.017
Gender Segregation	-.092	-2.710	.007			
a. Dependent Variable: Organizational creativity						

Source: Researchers' Findings 2022

Table 3 presents the result of the simple linear regression analysis that was carried out to test the effect of gender segregation on the organizational creativity of the selected deposit money banks in Lagos State, Nigeria. The result of the regression analysis indicated that gender segregation has negative but significant effect on organizational creativity of the selected deposit money banks in Lagos State, Nigeria ($\beta = -0.092$, $t = -2.710$, $p < 0.05$). The correlation coefficient (*R*) was 0.141 which implies that there was a positive relationship between gender segregation and organizational creativity. The coefficient of determination (*R*²) was 0.020

shows that gender segregation accounted for 2.0% of the changes in the organizational creativity of the selected deposit money banks in Lagos State, Nigeria. According to the test model, 98.0% of the changes in organizational creativity could not be explained by the model. Therefore, further studies should be done to establish the other factors that affect organizational creativity. This is an indication that the model was effective in predicting relationship between gender segregation and organizational creativity. The regression equation from the result is given as follows:

$$OC = 27.240 - 0.092 + \mu_i \dots \dots \dots \text{eq.i}$$

Where OC = Organizational Creativity
 GS = Gender Segregation

The regression model presented above revealed that when gender segregation is constant at zero, organizational creativity of the selected deposit money banks would be 27.240 which means that without the influence of the gender segregation, organizational creativity of the selected deposit money banks in Lagos State, Nigeria would still be 27.240 which is positive. The regression results shows that gender segregation positively influence organizational creativity of the selected deposit money banks in Lagos State, Nigeria. The result further shows that a unit change in gender segregation will lead to -0.092 unit increase in organizational creativity of the selected deposit money banks in Lagos State, Nigeria and this is significant at 95% confidence level. From the results of the simple linear regression, gender segregation is an important determinant of organizational creativity of the selected deposit money banks. Therefore, the null hypothesis one which states that gender segregation has no significant effect on organizational creativity of the selected deposit money banks in Lagos State, Nigeria was rejected.

Discussion of Findings

The study evaluated the effect of Gender segregation on organizational creativity in selected deposit money banks in Lagos State, Nigeria. The hypothesis was tested with simple Linea regression and the results revealed that Gender segregation had a significant effect on organisational creativity in selected deposit money banks Lagos State, Nigeria. ($\beta = -0.092, t = -2.710, R^2 = 0.020, p < 0.05$). The findings showed that Gender segregation had significant impact on organisational creativity of selected deposit money banks in Lagos State, Nigeria.

Conceptually, Triana, Jayasinghe, Pieper, Delgado and Li (2019) maintained that perceived workplace gender segregation as a person's perception that they were denied equality of treatment in the workplace because of their gender. Gender segregation has been associated with behavioural compatibility, communication style, communal/agentive traits, and gender reference group identity in childhood and adolescence (Mehta and Wilson, 2020). Thus, changes in women's occupational distribution have been more pronounced than those for men (Gonäs, Wikman, Vaez, Alexanderson, and Gustafsson, 2019).

Empirically, Different scholars and researchers have carried out several studies on gender segregation and employee creativity. The study of Joshi and Ganji (2020), revealed that gender discrimination has a detrimental and critical impact on work satisfaction, employee participation, and organizational identity and has had a positive and significant effect on job stress. Abbas, Hameed and Waheed (2011) study on gender discrimination and its effect on employee performance/productivity revealed that gender differences in hiring, gender biasness in promotion and gender disparity in provision of goods and facilities have negative relationship with productivity. This finding is in agreement with Joshi and Ganji (2020) who also found that gender discrimination has had a detrimental and critical impact on work satisfaction, employee participation, and organizational identity and has had a positive and significant effect on job stress.

Furthermore, the study of Kim, Kim, Lee, Sim, Kim, Yun and Yoon (2020) found that women who experienced gender discrimination at workplace had higher odds of depressive symptoms regardless of the type of the discrimination including hiring, promotion, work assignments, paid wages, and firing. These associations were consistent in younger women below 40 years of age in regard to hiring, promotion, paid wages and firing, whereas inconsistent among older women above 40 years of age. The study of Lucifora and Vigani (2021), show that a female boss is associated with reduced gender discrimination, with positive spill overs mainly on female subordinates, in jobs where female presence is also higher and where work organization is more complex. The presence of more flexible work schedules and a better balance between work and life, further contributes to reinforce the mitigating effect of female leadership on discrimination. The results were shown to be consistent with available evidence on gender differentials in pay and career advancement, as well as being robust to a number of sensitivity checks. The study of Triana, Jayasinghe, Pieper, Delgado and Li (2019) found that perceived gender discrimination is negatively related to job attitudes, physical health outcomes and behaviours, psychological health, and work-related outcomes (job-based and relationship-based). Correlations were stronger in countries with more gender-egalitarian cultural practices across multiple employee outcomes of perceived workplace gender discrimination. Divergently, in the study of Yang (2016), significant results indicated that gender stereotypes and sexist attitude are most strongly endorsed by men with high power and women with low power. The study found that the largely insignificant results of discrimination also suggested that a climate change might be taking place at workplace, where hostile working environments against women are less tolerated.

Theoretically, this study finding is in agreement with the assumptions of Equity theory. The theory holds that, workers are less exploited, there is greater incentive, and there are better interrelationships amongst workers. This guarantees that the workforce remains viable and ready to improve performance in the future. According to equity theory, employees need to be treated equally and fairly compensated for their contributions to the bank's performance. According to the equity hypothesis, employees would be forced to do something about workplace inequity if they believe their care is not equal in comparison to what they believe others are making, resulting in negative outcomes such as job dissatisfaction, lack of interest, and difficulty communicating citizenship behaviours.

Conclusion and Recommendations

Given the support found in conceptual, empirical and theoretical submissions in previous literature with this present study's result, Gender segregation had a significant effect on organisational creativity in selected deposit money banks in Lagos State, Nigeria. The test of the hypothesis indicated that gender segregation explained 2.0% variation in organisational creativity as indicated by (R^2) of 0.020. The result indicated that the overall model was statistically significant. This was supported by ($\beta = -0.092, t = -2.710, R^2 = 0.020, p < 0.05$).

- i. The study recommends that deposit money banks' managers should encourage peaceful coexistence and participation of employees irrespective of gender to improve organisational effectiveness.
- ii. Deposit money banks in Nigeria through Central Bank of Nigeria and other financial regulators should build organisational structures to accommodate all possible forms of divergence in the treatment of and opportunities for workers so as to help build their capacities to improve organisational effectiveness.
- iii. Both genders should have the confidence and see themselves as equal partners who have come as a team to achieving set goals.

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