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# Gender Diversity Management and Workplace Harmony of Multinational Oil and Gas Companies in Rivers State

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**ABSTRACT**
This study investigated the relationship between gender diversity management and workplace harmony of multinational oil and gas companies in Rivers State. The study adopted the cross-sectional survey in its investigation of the variables. Primary source of data was generated through self-administered questionnaire. The population of this study consists of (45) managers from forty – five (45) registered and functional multinational oil and gas companies in Rivers State. The research instrument was validated through supervisors vetting and approval while the reliability of the instrument was achieved by the use of Cronbach Alpha coefficient with all the items scoring above 0.70. Data generated were analyzed and presented using both descriptive and inferential statistical techniques. The hypotheses were tested using the Spearman's Rank Order Correlation Statistics. The tests were carried out at a 95% confidence interval and a 0.05 level of significance. Results from analysis of data revealed that there is a significant relationship between gender diversity management and workplace harmony of Multinational Companies in Rivers State. The study concluded that concluded that organizations are ready to accept gender diversity inclusion at the workplace, even though many policies are made to run this process smoothly but there is the gap in execution phase. There is need for the management to make some modification in existing policies specific to managing gender diversity which in turn promotes workplace harmony. The study recommends that management of multinational companies should develop a way of managing gender diversity among employees and maintain workplace harmony within their environment. This will go a long way to help improve the harmony of the employees within the organization.
**Keywords**: Gender Diversity Management, Workplace Harmony, Multinational and Companies

## INTRODUCTION

Gender Diversity Management offers a structured approach towards a gender balanced workforce (Nirmal, 2015). It thereby supports companies in expanding their talent pool and provides solutions to the most pressing human resources (HR) challenges: recruitment, retention and development of employees. With female labour force participation being 26 percentage points below that of men,1 women currently represent the minority gender in the labour market. Thus, Gender Diversity Management today especially focuses on increasing the share of female employees in the workforce. This guide to Gender Diversity Management accordingly focuses on promoting the employment of women. If in a sector or at a company men represent the minority gender, the overall approach introduced in the guide is equally suitable for enhancing their employment opportunities.

Gender Diversity Management provides an overview of how companies can better tap the female talent

pool. It is designed for human resources and diversity managers as well as business consultants aiming at introducing or expanding Gender Diversity Management at a company. According to Fisher (2010), workplace happiness constantly derives from the direct employee experience of dealing with his or her employer. Accordingly, this attitudinal construct shapes employee behaviour and positive feelings towards work atmosphere, colleagues and employer. Erdogan et al. (2012) affirm that workplace happiness can be seen as a result of employee satisfaction with their leadership, work atmosphere, job description, job specification, career development and more. This view is shared also by other authors such as (Kahn, 1990; Harter et al. 2002; Helsin et al., 2001; Wu et al., 2017; Brunetto et al., 2014). Affective organizational commitment refers to the emotional feelings an employee maintains towards his employer (Mousa and Puhakka, 2019) and denoted a sense of belonging to the organization and continuance commitment emphasized the perceived costs of leaving the organization (Allen and Meyer, 1993). Individuals can be seen and/or described as doing well if they have wealth, health, stable employment and emotional stability (Joo and Lee, 2017; Diener, 1984; Carmeli et al., 2009).

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However, there has been relatively little empirical research report that details how multinational oil and gas companies can strategically achieve workplace harmony, through gender diversity management. Therefore, this study as its point of departure intends to empirically fill the gap by investigating the relationship between gender diversity management and workplace harmony of multinational oil and gas companies in Rivers StateDespite the fact that Warr (2007) has worked towards proving the association between workplace harmony and employee performance, and Harrison et al. (2006) have addressed the relationship between employee job satisfaction and levels of organizational commitment, other scholars such as (Erdogan et. al., 2012; Fisher, 2010) assert the need for further studies on workplace happiness 11 and its antecedents, particularly most studies have been conducted in Western organizational context (Chin, 2015). Companies with gender diversity are more successful in keeping a low turnover rate, which significantly decreases their expenses. Moreover, they exhibit more innovation and make more intelligent decisions.

## METHODOLOGY

Sarantakos (2005) described research design as the structure or platform upon which the scientist interacts with the subject of the study while Baridam (2001) describes it as a model of proof that allows the researcher to draw inferences concerning casual relationships among variables under investigation. This study adopted correlation research design and it is aim to determine the frequency or level of a particular attribute in a defined population at a particular point in time. Correlation research design enable the study to examine the relationship between the dimensions and measures. (Kothari,2004).

**RESULTS**

The study proposed nine hypotheses to seek explanation for any existing relationship between gender diversity management and workplace harmony in oil and gas firms in Rivers State. Below is the analysis of the study.

**Table 1: Relationship between Equal Opportunity and Workplace Harmony**

| | | | Equal Opportunity | Enhance workplace collaboration | Less grievance |
|---|---|---|---|---|---|
| Spearman's rho | Equal Opportunity | Correlation coefficient | 1.000 | .655** | .900** |
| | | Sig. (2-tailed) | .000 | .000 | .000 |
| | | N | 45 | 45 | 45 |
| | Enhance workplace collaboration | Correlation coefficient | .900** | 1.000 | .891** |
| | | Sig. (2-tailed) | .000 | .000 | .000 |
| | | N | 45 | 45 | 45 |
| | Less grievance | Correlation coefficient | .655** | .891** | 1.000 |
| | | N | .000 | .000 | . |
| | | Sig. (2-tailed) | 45 | 45 | 45 |

**. Correlation is significant at the 0.01 level (2-tailed).

From the result in the table 1 above, the correlation coefficient shows that there is a positive relationship between equal opportunity and enhance workplace collaboration of oil and gas companies in Rivers State. The correlation coefficient 0.655 confirms the magnitude and strength of this relationship and it is statistically significant at p 0.000<0.05. The correlation coefficient represents a high correlation between the variables. Therefore, based on empirical findings the null hypothesis earlier stated is hereby rejected and the alternate accepted. Thus, there is a significant relationship between equal opportunity and enhance workplace collaboration of oil and gas companies in Rivers State. From the result in table 1 above, the correlation coefficient shows that there is a positive relationship between equal opportunity and enhance less grievance of oil and gas companies in Rivers State. The correlation coefficient .900 confirms the magnitude and strength of this relationship and it is statistically significant at p 0.000<0.05. The correlation coefficient represents a high correlation between the variables. Therefore, based on empirical findings the null hypothesis earlier stated is hereby rejected and the alternate accepted. Thus, there is a significant relationship between equal opportunity and enhance less grievance of oil and gas companies in Rivers State.

**Table 2: Relationship between Pay Equally and Workplace Harmony**

| | | | Equal Opportunity | Enhance workplace collaboration | Less grievance |
|---|---|---|---|---|---|
| Spearman's rho | Equal Opportunity | Correlation coefficient | 1.000 | .363** | 426** |
| | | Sig. (2-tailed) | .000 | .000 | .000 |
| | | N | 45 | 45 | 45 |
| | Enhance workplace collaboration | Correlation coefficient | .863** | 1.000 | .891** |
| | | Sig. (2-tailed) | .000 | .000 | .000 |
| | | N | 45 | 45 | 45 |
| | Less grievance | Correlation coefficient | .826** | .891** | 1.000 |
| | | Sig. (2-tailed) | .000 | .000 | .000 |
| | | N | 45 | 45 | 45 |

**. Correlation is significant at the 0.01 level (2-tailed).

From the result in table 2 above, the correlation coefficient shows that there is a positive relationship between pay equally and enhance workplace collaboration of oil and gas companies in Rivers State. The correlation coefficient 0.363 confirms the magnitude and strength of this relationship and it is statistically significant at p 0.000<0.05. The correlation coefficient represents a high correlation between the variables. Therefore, based on empirical findings the null hypothesis earlier stated is hereby rejected and the alternate accepted. Thus, there is a significant relationship between pay equally and enhance workplace collaboration of oil and gas companies in Rivers State.

From the result in table 2 above, the correlation coefficient shows that there is a positive relationship between pay equally and enhance less grievance of oil and gas companies in Rivers State. The correlation coefficient 0.426 confirms the magnitude and strength of this relationship and it is statistically significant at p 0.000<0.05. The correlation coefficient represents a high correlation between the variables. Therefore, based on empirical findings the null hypothesis earlier stated is hereby rejected and the alternate accepted. Thus, there is a significant relationship between pay equally and enhance less grievance of oil and gas companies in Rivers State.

**Table 3: Relationship between Gender Equality and Workplace Harmony**

| | | | Equal Opportunity | Enhance workplace collaboration | Less grievance |
|---|---|---|---|---|---|
| Spearman's rho | Equal Opportunity | Correlation coefficient | 1.000 | .430** | .580** |
| | | Sig. (2-tailed) | .000 | .000 | .000 |
| | | N | 45 | 45 | 45 |
| | Enhance workplace collaboration | Correlation coefficient | .880** | 1.000 | .891** |
| | | Sig. (2-tailed) | .000 | .000 | .000 |
| | | N | 45 | 45 | 45 |
| | Less grievance | Correlation coefficient | .680** | .891** | 1.000 |
| | | Sig. (2-tailed) | .000 | .000 | .000 |
| | | N | 45 | 45 | 45 |

**. Correlation is significant at the 0.01 level (2-tailed).

From the result in the table above, the correlation coefficient shows that there is a positive relationship between gender equality and enhance workplace collaboration of oil and gas companies in Rivers State. The correlation coefficient .430 confirms the magnitude and strength of this relationship and it is statistically significant at p 0.000<0.05. The correlation coefficient represents a high correlation between the variables. Therefore, based on empirical findings the null hypothesis earlier stated is hereby rejected and the alternate accepted. Thus, there is a significant relationship between gender equality and enhance workplace collaboration of oil and gas companies in Rivers State. From the result in the table above, the correlation coefficient shows that there is a positive relationship between gender equality and enhance less grievance of oil and gas companies in Rivers State. The correlation coefficient .580 confirms the magnitude and strength of this relationship and it is statistically significant at p 0.000<0.05. The correlation coefficient represents a high correlation between the variables. Therefore, based on empirical findings the null hypothesis earlier stated is hereby rejected and the alternate accepted. Thus, there is a significant relationship between gender equality and enhance less grievance of oil and gas companies in Rivers State.

**Table 4: Relationship between Inclusive Environment and Workplace Harmony**

| | | | Inclusive Environment | Enhance workplace collaboration | Less grievance |
|---|---|---|---|---|---|
| Spearman's rho | Inclusive Environment | Correlation coefficient | 1.000 | .742** | .530** |
| | | Sig. (2-tailed) | .000 | .000 | .000 |
| | | N | 112 | 112 | 112 |
| | Enhance workplace collaboration | Correlation coefficient | .250** | 1.000 | .445** |
| | | Sig. (2-tailed) | .000 | . | .000 |
| | | N | 112 | 112 | 112 |
| | Less grievance | Correlation coefficient | .450** | .542** | 1.000 |
| | | Sig. (2-tailed) | .000 | .000 | .000 |
| | | N | 112 | 112 | 112 |

**. Correlation is significant at the 0.01 level (2-tailed).

From the result in the table above, the correlation coefficient shows that there is a positive relationship between inclusive environment and enhance workplace collaboration of oil and gas companies in Rivers State. The correlation coefficient .742 confirms the magnitude and strength of this relationship and it is statistically significant at p 0.000<0.05. The correlation coefficient represents a high correlation between the variables. Therefore, based on empirical findings the null hypothesis earlier stated is hereby rejected and the alternate accepted. Thus, there is a significant relationship between inclusive environment and enhance workplace collaboration of oil and gas companies in Rivers State. From the result in the table above, the correlation coefficient shows that there is a positive relationship between inclusive environment and enhance less grievance of multinational oil and gas companies in Rivers State. The correlation coefficient .530 confirms the magnitude and strength of this relationship and it is statistically significant at p 0.000<0.05. The correlation coefficient represents a high correlation between the variables. Therefore, based on empirical findings the null hypothesis earlier stated is hereby rejected and the alternate accepted. Thus, there is a significant relationship between inclusive environment and enhance less grievance of multinational oil and gas companies in Rivers State.

**Table 5: Moderating influence of organizational culture on the Relationship between Gender Diversity Management and Workplace Harmony**

| | | | Gender Diversity Management | Workplace Harmony | Organizational culture |
|---|---|---|---|---|---|
| -none-[a] | Gender Diversity Management | Correlation coefficient | 1.000 | .870 | .912 |
| | | Sig. (2-tailed) | .000 | .000 | .000 |
| | | Df | 110 | 110 | 110 |
| | Workplace Harmony | Correlation coefficient | .912 | .936 | 1.000 |
| | | Sig. (2-tailed) | .000 | .000 | .000 |
| | | Df | 110 | 110 | 110 |
| Organizational Culture | Organizational culture | Correlation coefficient | .513 | .113 | 1.000 |
| | | Sig. (2-tailed) | .000 | .000 | .000 |
| | | Df | 109 | 109 | 109 |

[a]Cells contain zero-order (Pearson) correlations

In table above the zero-order correlation between gender diversity management and workplace harmony shows that the correlation coefficient when organizational culture is not moderating the variables; and this is high at 0.870 and statistically significant (p-value (= 0.000 < 0.05). The partial correlation controlling for organization culture, however, is 0.513 and statistically significant (p-value (= 0.000 < 0.05). Looking at the zero correlation, we find that both gender diversity management and workplace harmony are positively correlated with organizational culture, the control variable. Removing the effect of this control variable reduces the correlation between the other two variables to be 0.513 and significant at $\alpha = 0.05$, therefore we reject the null hypothesis and conclude that: Organizational culture have a significant moderating influence on the relationship between gender diversity management and workplace harmony of oil and gas companies in Port Harcourt.

## DISCUSSION

This study used correlation research design to investigate the relationship between gender diversity management and workplace harmony in oil and gas companies in Rivers State. As well as the moderating role of organizational culture. The findings revealed that there is a significant and positive relationship between gender diversity management and workplace harmony of oil and gas companies in Port Harcourt. The findings revealed that there is a significant and positive relationship between gender diversity management and workplace harmony of multinational oil and gas companies in Rivers State. The findings of this study confirmed previous studies conducted by Prasad et al (1998) who said that gender diversity management is the systematic and planned commitment "on the part of organization to recruit and retain employees from diverse demographic backgrounds. Prasad et al (1998) managing diversity can also imply active recognition of the evolution of cultural variance in the workforce of organisations. The first practices of gender diversity management have come from the US as a result of key socio-economic and political factors that, like the definitions of diversity, have also driven initial diversity management strategies. In an early US survey, fewer than ten percent of the 445 U.S. organisations surveyed provided diversity training for line managers (Fullerton and Kandola 1998).

The tests of hypotheses on table one and two revealed that there is a significant positive relationship between equal workplace harmony of multinational oil and gas companies in Rivers State. This finding agrees with the assertions of Acker, (2006) viewed that equality is fair treatment for people in every facet of life regardless of gender, race, disability, religion, nationality, sexual orientation, or age. But here's the catch, equality doesn't necessarily translate to equal treatment for all. It is promoting an individual's right

to be different. You can do it by making adjustments in the system to meet the needs of other people.

The tests of hypotheses on table three and four revealed that there is a significant positive relationship between pay equality and workplace harmony of multinational oil and gas companies in Rivers State. This finding agrees with the assertions of Nwinyokpugi (2015) viewed is that organizations that are committed to equal pay will ensure that the wages and conditions of jobs are assessed in a non-discriminatory way. This is done by valuing skills, responsibilities and working conditions in each job or job type (even where the work itself is different) and then remunerating employees accordingly the workplace's organisational structures and processes do not impede female employees' access to work-based training, promotions or flexible working arrangements. Unequal pay is just one of the many drivers of the gender pay gap. In recent years, the concept of workplace harmony has been the topic of research. With a better grasp of the concept's importance in terms of leadership, the topic has begun to surface more frequently, and research into it has increased.

The tests of hypotheses on table five and six revealed that there is a significant positive relationship between gender equality and workplace harmony of multinational oil and gas companies in Rivers State. This finding agrees with the assertions of Frink et al. (2003) viewed that a gender equal workforce was beneficial for organizations. Their hypothesis that organizations with a gender equal workforce, meaning 50/50, are performing better in terms of profitability compared to an organization with an uneven distribution of the genders, was supported. Campbell & Minguez-Vera (2008) further found that gender diversity among board members has a positive impact on an organizations' firm value. It is highlighted that there is a need to establish a more equal distribution between men and women.

The tests of hypotheses on table seven and eight revealed that there is a significant positive relationship between inclusive environment and workplace harmony of multinational oil and gas companies in Rivers State. This finding agrees with the assertions of Nishii & Rich, (2014) viewed that an inclusive workplace is important for organisations to achieve desired outcomes. It provides a harmonious work environment where employees have mutual respect and appreciation for one another, come together to leverage their diverse experiences and knowledge to co-create solutions. This cultivates a sense of psychological safety that facilitates innovation. An inclusive work environment maximizes complementarity and enhances knowledge and skills transfer between employees, which in turn develop workforce capabilities to achieve better business results.

## CONCLUSION

In line with the findings of this study and to the extent of its consistency with results of similar previous studies, we conclude that organizations are ready to accept gender diversity inclusion at the workplace. Even though many policies are made to run this process smoothly but there is the gap in execution phase. Policies are there only in HR manuals in organizations but lack of proper implementation and execution and continuous monitoring of these policies and procedures affect the organizational effectiveness. So there is the need for the management to make some modification in existing policies specific to managing gender diversity and introduce some new policies according to the employee's need and then implement them properly and make it possible to have continuous monitoring of these policies to be operationalized. Report by McKinsey showed that "companies with a higher proportion of women at board level typically exhibited a higher degree of organization, above average operating margins and higher valuations. Effective gender diversity management is paramount for efficient workplace harmony. Thus gender diversity management significantly influences workplace harmony. Based on the findings of the study and to the extent of its consistency with the result of similar studies we make the following recommendations.

1. Management of multinational oil and gas companies should develop a way of imbibing equal opportunity among employee to help build and foster workplace harmony. This will go a long way to help improve the trust and commitment of the employee to the company.
2. Management of multinational oil and gas companies should create a very friendly and inclusive environment to enable the employee develop trust in the management and a sense of belonging which will go a long way to improve their commitment to the realization of firm's goal. This study clearly

proves that is inclusive environment is created in the workplace, and then employee's commitment will increase.

3. Management of multinational oil and gas companies should develop a plain and transparent style of recruitment and selection, promotion and numeration to avoid any form of doubt and distrust between the management and employees and then workplace harmony will increase.

4. Management of multinational oil and gas companies should put emphasis on embracing and adopting great organizational culture. This is because organizational culture positively influences gender diversity management and workplace harmony.

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