

Review Paper

Gender issues in human resource management in Nigerian public service

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The paper deals with gender issues in human resources management in Nigerian public service. It observes that successful government in Nigeria has not pursued an employment policy aimed at gender balanced, hence, female gender has suffered untold subordination and discrimination, whereas the state is supposed to accord them equal right and opportunities with their men counterparts. Despite efforts put in place at different levels, be it constitutional or otherwise, to take care of the marginalization and discrimination against women, evidence presented in this paper shows that women are still marginalized and discriminated against. The paper also observes that majority of women who work in public service occupy junior positions, and this deny them the requisite skills, training and capital to secure more lucrative and secured employment. The paper further argues that, while equal opportunity is essentially a passive concept, affirmative action is an active one, which implements equal opportunity for minorities and women. The paper suggests that various policy-making institutions should ensure that women are given equal opportunity in order to contribute to national development. The paper concludes that for any meaningful development in Nigeria, the crucial role of women must be acknowledged and appreciated.

Key words: Gender, human resource management, public service, discrimination.

INTRODUCTION

Gender issues in human resource management are an area in gender studies that has not being given serious attention. Emphasis has been largely tilted towards political involvement of both men and women and the consequent implications of the dominance of male over their female counterparts. Although much has been written on gender as an academic discipline, the fact need be underscored that the political content of gender issues, lately, has taken for granted the issue of gender discrimination as it relates to recruitment, training and promotion in the public sector. Thus, the extent to which gender issues reflect in human resources planning in public service is a matter of academic concern (Squirchuk and Bopierke, 2000).

Yahaya and Akinyele (1992) noted that since Nigeria attained independence in 1960, successive governments

have consistently pursued an employment policy which aims at full employment. The primary aim of this policy is to stimulate economic growth and development raise standard of living, meet manpower requirements and overcome unemployment and underemployment. This policy, in terms of human resource management is designed to enable citizens make free choice of employment. It also provides maximum opportunity for workers to use their skills and endowments in a job for which they are suited, irrespective of gender, religion, ethnic group, political opinion or social origin.

Robert (2004) observed that, after almost five decades since Nigeria became an independent nation-state, and some experience with quota system and federal character, there can be absolutely no doubt about major gain in the opportunity that have become available to women and majority groups in the civil service. However, prejudice continued to exist as does the glass ceiling that limits women from enjoying truly equal opportunities in the Nigeria public service. He noted further that women in Nigeria have virtually no formal power in the national and

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state civil service. Although, the national government created Ministry of Women Affairs almost a decade ago, there is no doubt that the government shapes and limits women's role in the civil services. Gender is still central to understand the process through which appointments are made to senior public management position. Even though the government sometimes promote and patronize women's organization, Nigerian women are still struggling to find way to break the glass ceiling impose on them in the civil services. Well educated women in Nigeria continues to face numerous contradiction between what they need to service and what is possible under current administrative laws, religions, and traditional social structures in the nation. Despite efforts put in place at different levels, be it constitutional and otherwise, to take care of the marginalization and discrimination against women, the *stautus quo ente* is still maintained to a large extent. Evidence presented in this paper, shows that women are still marginalized and discriminated against in politics, vis-à-vis policy and decision making (Otite, 2005).

Gender inequality exists at the institutional level as well as in the law, in the family, and in economics. Women have made significant advances politically, economically, educationally and socially over the past decades. The traditional obstacles to advancement continue to fall. Women have entered the paid labour force in unprecedented numbers. Yet despite their growing presence and their entry into historically male occupations, rarely do women work alongside men or perform the same task and function. Adepoju (1994) pointed out that the systematically inferior position of women inside and outside the civil service and household in Nigeria point to the necessity of treating gender as a force of its own in sustainable development issues in the nation. Although, the relative deprivation of women when compared with men varies around Africa, this fact does not diminish the importance of giving women senior public management position in Nigeria. If policy is to reach the citizen equitably and the grass-root with effective prescription and action for sustainable management of Nigeria's public resources, it will have to address the concern of women not lured in senior public management positions. The status of women as described in this paper has through the ages been a cause of grave concern in every culture. In some areas of the world, it has posed the stage of sympathetic concern to the era of aggressive feminism. This is part of the democratic movement, which generally began with the French revolution, which altered the law of inheritance in favour of daughters (Ukonu, 2004).

Gender issues have been at the forefront of international summit and the agitation for the emancipation and total liberation of women across the world which according to Chafetz (1981) has attracted the interest of many scholars. The global attention which women subjugation has attracted led the United Nation in her

Declaration of Human Rights 1948 to state her commitment to the goal of equal rights for men and women. When the United Nations General Assembly adopted the international strategy for her second development decades in 1970, it stated that one of its goals would be to ensure the full integration of women in the total development effort. And this has led to the proclamation of the international women year in 1975.

STATEMENT OF PROBLEM

The female gender has over time and space, and within the historical conjectures of the Nigeria public service suffered untold subordination and discrimination. In an ideal setting, the state is supposed to guarantee the protection of women and accord them equal right and opportunities with their men counterparts. Such an ideal condition, which rarely exists in human societies, is expected to enable the women-folk play crucial and sustainable role in the societal development through active and direct participation in policy making strategic plan implementation (Isah, 2005).

Although, women constitute about sixty percent of the Nigerian population, there are still a disproportionate low number of them in senior leadership positions in all areas. In Nigeria, civil service hiring men into senior management positions has been used as an instrument of control over female employees. Although, this may be treated by a society as legitimate, the practice still continues.

Nigeria has a strong patriarchal structure that maintained the sexual division of labour in the household. This same structure directly restricts women's availability for wage work and indirectly condition the term of employment for those who enter the civil service (Robert, 2004). This patriarchal nature of relationship between men and women in the society which the men tend to capitalize on sometimes, going to the extent of substantiating this through the quotation of some verses from the Holy Bible and justifying this through the argument that the creation of Eve from Adam's rib goes long way to proof the superiority of men. This is used in most occasions with some sort of links with other cultural factors to make the women in the society to accept their subjugation position as divine providence (Otite, 2005).

Robert (2004: 300) observes that women in the civil service are characterized by limited and insecure employment opportunities and marked substandard wages, poor work conditions, unstable hours and disadvantageous employment contracts. Women are predominantly employed in low wage jobs or extremely small scale venture which shunts them into segregated occupation and repetitious manual production.

Despite the fact that the majority of women who work in the civil service in Nigeria occupy junior position of power within the civil service, few women are however,

handicapped by the lack of affordable childcare, escalating rate of spousal abandonment, an increasingly high cost of living and gender stereotyping. These conditions deny women in the public services the requisite skills, training and capital to secure more lucrative and secured employment. Women did sixty percent of the world's work but receive one-tenth of its income. They own less than one percent of the land, have limited access to education and financial resources and have less than men in decision affecting their future (Isah, 2005).

Studies have shown that women constitute half of the world's population, and have in no small measure contributed to the development of society. But, women, as observed, suffered various forms of discrimination, inequality, exclusion and violence (Olojede, 1996) The study is also determined to find out why gender issues was not given prominent consideration in recruitment, selection, training and promotion exercise in the public service.

In addition, management team members in the public service are not always in agreement as to the value of gender in human resources management. Closely related to the above is that representative bureaucracy is not gender sensitive rather undue preference was given to federal character in the recruitment, training and promotion in the public service.

Furthermore, the 1999 constitution of Federal Republic of Nigeria, left women out in a big way. A few years back at the Beijing Conference in China, it was agreed that 30% of the elective post in every nation should be represented by the women, but this has not been done in Nigeria. Looking at the higher public servants, government appointments and elective posts, the women has been greatly discriminated against (Onwuekwe, 2000). It is against the backdrop of both real and perceived discrimination suffered by women that makes the issues of gender a critical intellectual and political matter all over the world.

HUMAN RESOURCE MANAGEMENT AND WOMEN: DISCRIMINATION IN PRACTICE

It is not an overstatement to state that no nation can carry out any of its developments programmes without adequate and competent human resources. That is, at every stage of development, human resources play an indispensable role (Ogunbiyi, 1992). Lawal (1992) acknowledge a strong relationship between human resource development and economic development. That country with highly developed human resources is often economically developed and the one with less developed level manpower are less economically developed.

This further reinforces the need to effectively integrate qualified men and women, without gender bias into public service at the level of policy formulation and

implementation. The public service must be arranged in such a way that neither men nor women would feel marginalized. Any meaningful human resources management must create ample and equal opportunities for both men and women to participate in policy formulation and implementation. Fesler (1967) has rightly argued that human resources management must not reflect gender biases or prejudices when he opined thus:

“There is nothing I am so anxious about as good nominations, conscious that the merit as well as the reputation of an Administration depends as much on that as on its measures.”

His emphasis is on merit as a criterion for attracting best and suitable people into the organization, but the issue of gender does not feature as a criterion. In supporting gender equality in human resources management, Gardner (1968) has convincingly and succinctly argued that:

“An increasing number of bright and able people must become involved in the development of public policy. Ours is a difficult and exhilarating form of government not for the faint of heart, not for the tidy-minded, and in these days of complexity not for the stupid. We need men and women who can bring to government the highest order of intellect, social motivations sturdy enough to pursue good purposes despite setbacks, and a resilience of spirit equal to the frustrations of public life.”

The history of women in Nigeria's public bureaucracy presents an account of tremendous diversity in the civil service. There can be no mistaking in the widespread and presence of women in the civil service of Nigeria. Yet, female senior public administrators are relatively rare. However, prejudice continues to exist, as does the glass ceiling that limits women from enjoying truly equal opportunities in the Nigerian public service. Although, the national government created Ministry of Women Affairs a decade ago, there is no doubt that the government shapes and limits women's role in the civil service (Robert, 2004).

Adeleke (2003) states that there is high inequality between men and women thus, creating a wide gap between them both in political, economic, social and cultural. She is of the opinion that women are not given equal opportunities as their male counterparts especially when it comes to job opportunities. The men feel that they should always be at the top thereby controlling the women and also feel that the women's place is the house where they take care of the children. This is evident in Nigeria through the analysis of how federal, state and local government leaders and jobs are open to equal integration of women in the civil service as shown in Tables 1 – 4.

According to Robert (2004), Table 3 shows that of 165

Table 1. Percentage of men and women in federal civil service.

Year	Percentage of men	Percentage of women
2001	71.5	28.5
2002	71.3	28.7
2003	69.3	30.7
2004	70.5	29.5

Source: WACOL, 2008.

Table 2. Percentage of men and women in selected Federal Ministries.

Ministry	Percentage of men	Percentage of women
Presidency	69.9	30.1
Defence	60.3	39.7
Justice	81.3	18.7
Labour	61.7	38.3
Power	68.5	31.5
Women Works	59.4	40.6
	72.1	27.9

Source: WACOL, 2008.

Table 3. Profile of gender in Federal and State Government in Nigeria.

Position title in ministry	Gender			Total
	Male	Female	Missing variable	
Directors	3	3		6
Asst. Directors	9	5	1	15
Managers	24	8	1	33
Asst. Managers	14	5	-	19
Supervisors	44	28	1	73
Professors	5	-	-	5
Others	8	-	-	8
Missing variables	2	1	3	6

Source: Robert (2004: 298). Analysis of survey conducted in Nigeria 2000.

federal and state government employees that responded to his survey that was conducted in 2000 only 50 were female. Table 4 shows a similar survey conducted by him at the local government level. The data collected from the 1,580 responses suggested that only 62 females occupied management position in the 150 local governments that was randomly selected.

Olojede (2009) did a quantitative analysis of women in top public administration in Nigeria. Her findings showed that men dominated key decision making levels in Federal Civil Service between 1988 and 1991. According to her, out of the total number of 4,243 top managers in

the federal civil service between 1988 and 1991, 3,763 or 88.6% were men while women numbered 480 or 11.35%. Olojede (1990) also argued that since men in Nigeria dominate public decision making bodies. The patriarchal ideology rests on the premises of separate spheres for men and women. While Amadi (1996) also found out that women are found in services, industries, which some researchers think are an extension of domestic work, such as nursing, teaching, secretarial work, fashion industry and such related job, which rural women engaged in mostly agricultural work and trading.

Amali states that women tend to be engaged in the lower paying jobs and is generally more in the lower cadre. While about 55% of the workers in the Nigerian public service, GL-01-06 are women, only about 9% of the workers in the GL-01-06 are women. The main reason adduced for this position of women is that the number of women who benefited from formal education is generally less than those of men.

In order to clearly understand marginalization of women in the public service, the paper also examines the survey of Lagos State Public Service as shown in Table 5.

Tables 5 – 8 reflect the prevailing traditional norms in Nigerian public service as related to gender issues. In Nigerian public service, the marginalization of women according to Robert (2004) has two contrasting gender ideologies which ironically produce the same outcome. The first is related to the state-promoted gender identity. The state rhetoric and action imply that women in Nigeria do not need to engage in income generating activities and that those who do engaged in such activities do so for other reasons other than economic necessity. The second gender ideology under girding the marginalization of women micro-entrepreneurs according to him is related to gender bias embedded in development practice that perceive women as vulnerable and isolated groups and their activities as a collection of inconsequential endeavours. Gender specific ideologies: such as these, which underpin the marginalization of women within the public sector of Nigeria are often nuance by cultural, ethnic and religious undertone.

Currently in Nigeria, occupation in which women predominate such as primary school teaching, they tend to miss out in senior job. Even prejudice and discrimination from both colleagues and corporate policy play a considerable part in keeping women out of upper, middle and senior management positions (Akindele, 2007). Robert (2004) therefore, posits that the particular constructions of gender to which Nigeria working women are subjected and which inform their notions of self, not only deny them the value of their daily activities but also undermine the potential of their ministry or public agencies and discourage them from developing enabling notion of self worth. Finally, the large scale exclusion of women from mainstream senior public management position at the national, state and local government levels despite the fact that they in majority in the nation serves to reinforce this situation.

Table 4. Profile of Local Government employees.

Position/Title	Gender		Training received						Total
	Male	Female	Ph.D	M.Sc	B.Sc	Dip	NCE	Ex-Army	
LG Chairmen	150	0	1	3	80	10	6	50	150
Councilors	350	15	-	2	160	88	25	90	365
Director of P/M	140	10	-	55	95				150
Treasurers	131	19	-	12	130	8			150
Engineers	148	2			145	5			150
Secretary to LG	149	1		2	128	20			150
Other LG staff	450	15			150	300	120	30	600
Total	1,518	62	1	74	888	431	151	170	3,260

Source: Robert (2004); Analysis of survey conducted in Nigeria, 2000.

Table 5. Lagos State civil service by management level (2002).

Mgt level	Grade level	Female	%	Male	%	Total
Junior	01-06	1,200	29,44	2,876	70,56	4,076
Middle	07-12	3,583	45	4,387	55	7,970
Top	13-17	454	39,44	697	60,56	1,151
Total		5,237	39,68	7,960	60,32	13,197

Source: Lagos State Public Service Manpower Statistic (2004); Ministry of Establishment and Training Management Service and Reform Office; The Secretariat Alausa, Ikeja.

Table 6. Lagos State parastatals by management level (2002).

Mgt level	Grade level	Female	%	Male	%	Total
Junior	01-06	8.7	21	3,094	79	3,911
Middle	07-12	1,036	32	2,202	68	3,238
Top	13-17	97	24	307	76	404
Total		1,950	25.82	5,603	74.18	7,553

Source: Lagos State Public Service Manpower Statistic (2004); Ministry of Establishment and Training Management Service and Reform Office; The Secretariat Alausa, Ikeja.

Table 7. Lagos State civil service by management level (2004).

Mgt level	Grade level	Female	%	Male	%	Total
Junior	01-06	276	37.7	2,152	62.8	3,428
Middle	07-12	3,161	44.7	3,906	55.3	7,067
Top	13-17	507	41.5	714	58.2	11,620
Total		4,850	41.8	6,768	58.2	11,620

Source: Lagos State Public Service Manpower Statistic (2004) Ministry of Establishment and Training Management Service and Reform office. The Secretariat Alausa, Ikeja.

EQUAL OPPORTUNITY AND AFFIRMATIVE ACTION

The study of feminism and equal opportunity in Nigeria is still in its infancy. Recently, attention to the impact of gender and ethnicity on public institutions has focused largely on perceptions of discrimination, the notion of

representative bureaucracy and equal opportunities policies (Robert, 2004). As observed by Olojede (2007), since 1970's global attention has focused on women's rights, International and National Women Civil Societies have drawn world attention to the continued subordination of women to men in all spheres of life. The

Table 8. Lagos State parastatals by management level (2004).

Mgt level	Grade level	Female	%	Male	%	Total
Junior	01-06	648	22.8	2,191	77.2	2,839
Middle	07-12	908	33.2	1,816	66.8	7,067
Top	13-17	118	31.3	259	68.7	5934
Total		1,668	28.11	4,266	71.89	

Source: Lagos State Public Service Manpower Statistic (2004); Ministry of Establishment and Training Management Service and Reform Office; The Secretariat Alausa, Ikeja.

international sensitization and the adoption of global instrument such as the 1979 convention of the elimination of all forms of discrimination against women has served the useful purpose of sensitization national government to the plight of women and the contribution which they can make to the development of their societies. This scenario has served as a source of motivation to various governments to enact affirmative policies to enhance the status of women in public administration.

Equal employment opportunity according to Berkley and Rouse (2004) means that no person should be denied the opportunity for employment because of discrimination based on race, colour, religion, sex, national origin, or physical disability. Equal opportunity in some ways redefines the merit system to emphasize that merit philosophy not only recruits, selects, and advances employees on the basis of their relative abilities, but also calls for a workforce representative to all people.

World Bank (1997) report pointed out that when women are not offered equal opportunity in the civil service there is the danger that some skills in a nation will be wasted. The idea that recruitment and promotion are based on merit rather than on some particularistic criteria can contribute significantly to higher levels of morale and performance. In many societies, particularly in Nigeria ethnicity and gender plays such a fundamental all-pervasive role in the development process. Gender and ethnic politics is described as "an important dimension in public affairs, pervading the environment in which public administration function in Nigeria" (Adepoju, 1994).

Women act as major actors in transformation process, whether in terms of their direct involvement on the economy or their more tempered role as catalyst, facilitator and regulator of economic activity. At the same time a growing concern with the representatives of women in the public sector has affected reform efforts that put stress, human resources management issues such as capacity - building, participatory management styles, constant innovation, entrepreneurial initiative, teamwork, strategic thinking and planning as crucial (Robert, 2004). While equal opportunity is essentially a passive concept, affirmative action is an active one. Affirmative action implements equal opportunity for minorities and women.

Affirmative action is defined as actions undertaken to overcome barriers to equal employment opportunities and to remedy the effects of past discrimination (Berman

et al., 2006). While Nicholas (2006) sees it as a policy that argues for the hiring and promoting of members of disadvantaged groups on the grounds that jobs should open to as many people as possible. To Rosenbloom and Goldman (1999), affirmative action entails the establishment of goals and time tables for the hiring, promotion, and/or job training of members of certain minority groups and women. It is also the set of public policies and initiatives designed to help eliminate past and present discrimination based on race, colour, religion, sex, or national origin.

Affirmative action challenges public sector managers and some employees, but it also promotes representativeness in government bureaucracies. Affirmative action raises issues of potential and real discrimination that confront women, minorities, and disabled employees. The visibility of affirmative action issues heightens our awareness of discrimination in the workplace. Philosophically, affirmative action represents a departure from traditional concepts of equal opportunity. Rather than seeking to assure equal opportunity to compete for civil service positions, affirmative action seeks to assure equality in the outcome of the competition for those positions. It seeks a kind of proportional representation of various social groups in public administrative posts at all levels and in all the nation's government. Proponents of affirmative action generally argue that at the very least, those who have been discriminated against so rampantly in the past should be entitled to special, compensatory treatment effects of past practices that have been eliminated (Rosenbloom and Goldman, 1999).

However, because of consistent pressure from different angles, including world bodies like the United Nations, non-governmental organizations, various women organizations and individuals, the rights of women have in recent years seen more active and profound legislative activities. Because of this, specific constitutional provisions of non-discrimination on the ground of sex or circumstances of birth are deliberately built into constitutions in the country (Oтите, 2005). Based on this, Nigerian government has also formulated specific policies to resolve problems facing women in gaining entry into Nigeria's Public Administration. The 1963 constitution clearly states:

"A citizen of Nigeria of a particular community, tribe, place of origin, religion or political opinion shall not, by

reason only that he is such person be subjected to discrimination or disabilities.”

Section 14(1) of the 1979 constitution also stated that:

“The Federal Republic of Nigeria shall be based on principles of democracy and social justice.”

Chapter 11 of the same constitution dealt with non-justiceable directive principle of state policy. The state is enjoined to direct its policy towards ensuring that all citizens without discrimination on any ground whatsoever have the opportunity for securing adequate means of livelihood as well as adequate opportunities to secure suitable employment. Section 42 of the 1999 constitution states inter alia:

“A citizen of Nigeria of a particular community, ethnic group, place of origin or sex... shall not, by reason only that he is such person (a) be subjected to either expressly or on the practical application of any law in Nigeria or any executive or administrative action of the government to disabilities or restrictions to which citizens of Nigeria or other communities ... sex etc; are not made subject ... or (b) accorded either expressly by or in force in Nigeria or any such executive or administrative action, any privilege or advantage that is not accorded to citizens of Nigeria of other communities... sex, etc.”

The underlying principle deducible from the constitutional provisions is that of equality of men and women before the law. This implies equality of reward for work of some kind performed by both men and women alike. Similarly contained is the right to work without discrimination on ground of gender (Olojede, 2007). In general, therefore, it can be said that the Nigerian constitutions, with special reference to the 1999 Constitution of the Federal Republic of Nigeria have maintained the legal emancipation of women to some extent.

Olojede (2007) however, conclude that on one hand, the constitution prohibits discrimination on ground of gender among other considerations. On the other hand, the same constitution permits discriminatory practice in the appointment of persons to public offices or as members of the Armed Forces and Security Service. This ambiguity negates the expressed principle of equality of every Nigerian citizen before the law. Thus, prejudice against women continues to exist in the civil service of Nigeria, as does the glass ceiling that limits all women from enjoying truly equal opportunities in the nation.

GENDER DISCRIMINATION - WHAT IS TO BE DONE

In suggesting recipe or panacea for redressing gender bias in human resources planning in the public service, remedial actions must be drawn from both internal and external environments. In view of the observations in this

study, the following recommendations are hereby made.

The government should institute a quota system in appointments. Quota systems adopted by many countries including African countries have motivated organizations and agencies to actively recruit women to fulfill the quota. This has enabled women in such country to overcome the issue of tokenism and as they become part of a “critical mass” and are thus able to act as a centre of power to influence change.

Also, gender mainstreaming must become mandatory in all government and private sector policies in Nigeria. The various institutions making policies, the federal and state Ministry of Women Affairs should ensure that women are given equal opportunity to contribute in the national development process. With such concrete resolution of the constraints militating against women participation in development, Nigeria will move faster in its industrialization and sustainable development process. Gender balanced policies and women in senior policy, making positions should serve as a model of changing cultural stereotypes. Favourable policy environment for positive action for equality of opportunity between men and women will prepare the ground for reform for legal framework, which often replicates underlying social discrimination practices against women.

Government at all levels should seek ways of increasing the percentage of women in the public service in order to avoid gender bias and discrimination. By ensuring that all appointments conform to the National Policy on Women which stipulates that at least 35% of all positions should be reserved for women. It should also be made mandatory for all governmental agencies and parastatals to have or recruit at least 40% of women in their work force.

Government should also put in place sufficient mechanism in the public service to promote the advancement of women. While equality between men and women in sharing of power and decision-making should be encouraged, committed and hardworking women should be adequately rewarded in the public service, so that other women will be encouraged to take up the challenges. In addition, dominant women organizations should emerge to engage the state on women’s concerns and to agitate for gender balanced in the public service workforce.

Gender approach to public policy must always be streamlined so that due attention is strategically focused on active participation and needs of women. The place and role of women in public management would not only be recognized but at the same time institutionalized. Public policy implementation must practically ensure that equal opportunities are provided without restriction. It should be stated that the restoration of women’s rights and dignity is necessary.

CONCLUSION

This study, although a modest contribution to the gamut

of knowledge on public sector management has no doubt opened a new window with which to interrogate the interface and conflation between gender issues and human resources management. There is no gainsaying in the fact that the beauty of any nation lies in the efficient and effective performance of the public service but public administration has over time been subjected to the vagaries of political instability and economic bastardization. That is, the politico-administrative history of Nigeria as a nation state had been conveniently government by the military for a long period than the civilian counterpart. This has made it difficult for gender issues to be given appropriate recognition and attention in human resources management in the public service.

The need to resolve the theoretical issues involved in gender questions and human resources planning necessitated the adoption of descriptive, conceptual, psychological and sociological participation theories to explain gender questions at the level of human resources management. The study has amplified the gender dynamics of human resources planning in Nigeria's public service. It was therefore observed that if the socio-ethnic character of Nigeria was taken into consideration in making major decisions affecting the destiny of the country, it should be possible to aggregate and harmonize the competing interests in all social and ethnic groups.

Finally, the study has raised several controversial issues that could generate more ideas in the area of gender studies with respect to human resources planning in the public service. The women demand for social justice requires that there should be greater equality of opportunity for women. To this extent, there must be an emphasis on some of the central principles and goals necessary for the living of genuinely human life. Empowering women is the only means by which they can be elevated from subordination and perception as inferior being. This will in the aggregate enhance women's productivity in this decade. Also for any meaningful sustainable development in Nigeria, the crucial role of women must be acknowledged and appreciated. This can only become a reality if gender issues are given appropriate recognition and attention in human resource management in the public service.

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