

IMPACT OF GENDER INEQUALITY ON ORGANIZATIONAL COMMITMENT

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Abstract. This study examines the impact of gender inequality on organizational commitment. The significance of this study lies in the influence of career advancement opportunities as a significant aspect of enhancing organizational commitment among employees. This study used a qualitative research technique, the study population comprised, 20 female employees of the educational institution. Using a qualitative method and a case study design, data were collected through in-depth interviews, participant observation, and document analysis. The results show that career advancement opportunities significantly improve organizational commitment by increasing employee motivation and engagement. On the other hand, pay gaps are negatively associated with organizational commitment among employees, highlighting the need for equality and implementing practices that support fairness and reinforce a positive organizational environment among workers. This research provides valuable insights for leaders of educational institutions on the importance of choosing appropriate career advancement opportunities for their employees and emphasizing fair organizational culture in achieving business success.

Keywords: *organizational commitment, pay gaps, career advancement opportunities, gender inequality*

Introduction

Globally, an increasing number of organizations are encouraging a diverse workforce and embracing inclusion, nevertheless, the benefits of having a varied workforce won't materialize unless all workers are treated fairly, justly, and in a healthy workplace (Dongrey and Rokade, 2022). Gender inequality remains universal in modern workplaces, affecting individual experiences and organizational dynamics (Iguodala-Cole, 2023; Lau et al. 2023; Tost et al. 2022). This phenomenon has a noteworthy impact on employees' loyalty to their organizations since it is marked by differences in opportunity, treatment, and results between genders (Moorthy et al. 2022). Keeping motivated and effective employees depends on organizational commitment, which includes an employee's sense of attachment to, connection with, and engagement with their organization (Zhu et al. 2022; Ashiq et al. 2020). This dedication, however, can be undermined by discrimination based on gender, which raises turnover rates, lowers job satisfaction, and causes a disconnect, to create inclusive and equitable workplaces that enable every employee to realize their full potential, it is imperative to comprehend the impact of gender inequality on organizational commitment. This investigation explores the various aspects of gender inequality, looking at how they affect employees' attitudes, behaviors, and perceptions, which form their level of organizational

commitment (Hing et al., 2023; Je et al., 2023; Li et al., 2023; Rodriguez and Guenther, 2022).

Studies have demonstrated that gender disparities can appear in a variety of ways in the workplace, such as differences in compensation, a lack of inclusion in senior roles, and skewed performance reviews (Izelmaden, 2024; Gauci et al., 2022; O'Connor, 2020; Stamarski and Son Hing, 2015). Employee trust and commitment to the company may be weakened by these imbalances, which may make them feel unfairly treated and devalued, furthermore, organizations may lose a great deal of talent and experience developmental hindrances if women and other marginalized groups are not provided with possibilities for progression and support. Establishing a welcoming and equal workplace requires a comprehensive of how gender disparity affects organizational commitment and taking appropriate action. Organizations may improve the commitment and involvement of employees by promoting justice and equal treatment, which will lead to improved performance and successful outcomes over time. This study will examine the numerous facets of gender inequality and how it affects organizational commitment, emphasizing how crucial equitable practices are to building a motivated and dedicated workforce (Hing et al., 2023; Nelson et al., 2023).

Gender inequality in the workplace is an ongoing and systematic problem, gender disparity in the workplace has a substantial negative impact on individuals' commitment levels, which in turn impacts the performance and success of organizations (Dongrey and Rokade, 2022; Mella, 2022). Despite much progress in the past 50 years, workplace gender inequality remains a persistent problem. Worldwide, women only occupy about 37 percent of leadership roles (World Economic Forum, 2022), the pay gap sits at approximately 20 percent (International Labour Organisation, 2022), and women remain concentrated in low-status, low-paid jobs, and career advancement opportunities (UN Women, 2022). The challenge is that the gender gap erodes organizational commitment, which has several negative effects. Gender-based differences can cause employees to feel devalued and discontented, which can lead to poorer job fulfillment, decreased participation, and higher turnover intentions. Organizations fail to retain top talent, and this detachment ruins team relationships, lowers worker efficiency, and drives up recruitment and training expenses (Halim et al., 2023; Petrongolo and Ronchi, 2020; Wang et al., 2020). Numerous programs are available to promote gender equality in the workplace. These programs aim to keep women in the workforce, support the work-related paths of women, and draw women into roles and sectors where they are marginalized.

Despite the primarily positive motivation behind these activities, many of these treatments lack data regarding the validity of their application, approach, or effectiveness assessment (Li, 2024; Ryan, 2023). Furthermore, gender imbalance can damage an organization's brand and deter prospective employees who value tolerance and diversity from applying; this furthers the vicious process of unequal treatment by making it more difficult for the organization to draw in a diverse pool of individuals. It is imperative to tackle the effects of gender disparity on organizational commitment to construct a workplace that is both equitable and inclusive, it necessitates a thorough comprehension of how gender differences appear and how they impact workers' attitudes and actions, organizations can only create a conducive culture where all workers feel appreciated and motivated to do their best effort by recognizing and addressing these concerns (Garcia et al., 2023; Chang and Milkman, 2020). An atmosphere of inequality and unfairness is produced by discrimination, which can take

many different forms, including pay gaps, a lack of leadership positions, career advancement opportunities, and biased performance reviews. Women and other marginalized genders find it difficult to succeed in their careers due to these injustices, which also make them feel less valuable and that they don't belong in the organization. Employee engagement in the organization suffers when they believe their gender is the basis for unjust treatment (Wolniak et al. 2023; Kaur and Arora, 2020). The correlation between gender inequality and organizational commitment is intricate and multidimensional. Workers who encounter or observe prejudice based on gender are probably going to feel less satisfied with their jobs, be less motivated, and have more plans to quit the company. The disengagement of employees will result in reduced output and increased employee attrition, which could pose serious obstacles to the stability and expansion of the organization (Seliverstova and Pierog, 2021). However, there is a dearth of knowledge on the impact of gender inequality on organizational commitment among organizations in Nigeria. Hence, this study aims to fill this gap by examining the Impact of Gender Inequality on Organizational Commitment.

Literature review

Organizational commitment is the employees' psychological connection to the organization, which is inferred from their participation based on their desire to receive benefits from outside sources, identity, and shared values (Ashiq et al., 2020; Chatman, 1986). Mowday et al. (1979) identified organizational commitment as the level of employee connection and involvement in the organization, it further classified commitment into three categories: adherence to the organization's goals and values, readiness to put in the effort, and desire to stay in the organization. It is an exchange between contribution and reward, and, based on equitable exchange, employee organizational commitment increases (Wazir and Jan, 2020; Etzioni, 1975) and is affected by employee expectations and experiences in the organization (Dongrey and Rokade, 2022; Beck and Wilson, 2001). The employee's commitment to the organization may be negatively impacted by the organizational failure to meet expectations, which could further hinder their work behavior. As a result, organizational commitment with perceived equality among varied employees and contextual performance is required. Generally, Organisational commitment comes in three flavors: affective, continuous, and normative. The current investigation, however, is centered on affective commitment. Affective commitment is the term used to describe an employee's connection to the company, which indicates a strong relationship between the individual and the company (Mir and Manzoor, 2018). Psychologically vested employees have a higher emotional commitment to their company (Zhu et al., 2022; Islam et al., 2014).

A broad range of empirical investigations has demonstrated a favorable correlation between employee performance and organizational commitment, specifically affective commitment. For instance, a study by Chernyak-Hai et al. (2024) discovered that there is a positive correlation between organizational commitment and both extra-role accomplishments (i.e., voluntary behaviors that benefit the organization, including assisting coworkers) and in-role performance (i.e., activities outlined in job specifications). According to studies, workers who exhibit great affective commitment are prone to achieve above expectations. Expectations and exhibit higher job efficiency (Kim et al., 2021; Meyer et al., 2002). The consequence of emotionally invested workers is more motivated, engaged, and linked with company objectives. Organizational citizenship behavior (OCB), which consists of voluntary activities that

supplement official job obligations yet improve organizational effectiveness, is another behavior that is influenced by organizational commitment (Gustari & Widodo, 2021; Tahir et al., 2021; Tremblay, 2021; Organ, 1997). Employees with strong affective commitment are more likely to engage in OCBs, such as helping others and being proactive. Employee job satisfaction is significantly influenced by their commitment to the organization (Pratama et al., 2022). According to Chiedu et al. (2022), A high degree of commitment among employees creates an interactive and pleasant work atmosphere, which leads to increased job satisfaction in those organizations. Without employee commitment, achieving organizational goals and targets becomes challenging (Nelwan et al., 2024; Dayal and Verma, 2021). Furthermore, Elrayah and Mabkhot, (2023) assert that a lifetime employment guarantee is not a requirement for organizational commitment; instead, employees who feel safe in their jobs are more likely to have feelings of continuity and mutual benefit in their working relationship.

Studies by Ardyputri and Ariyanto (2023) as well as Boehman (2006) recommend that committed employees keep up their hard work, and keep employees' involvement in the organization intact. However, regular devotees naturally feel obligated to do their share, to remain in the organization. According to Ghaderi et al. (2023) as well as Malik et al. (2010), to have a high organizational commitment level, one must identify with their organization, the most accurate indicator of employee turnover is thought to be organizational commitment, not the far more popular work satisfaction indicator (Nurtjahjono et al., 2023). Employees that function in a continuum commitment perspective determine how long they will stay away from work, therefore it stands to reason that they might often miss work when they feel like it, those with higher organizational commitments have a beneficial impact on the organization, in contrast to those with lower organizational commitments (Boukamcha, 2023; Cohen and Golan, 2007), this indicated that organizations with more committed employees perform better, are more productive, and have lower absences and tardiness attitude. Regarding the degree of dedication employees have for their company, studies have demonstrated that dedication to a company is fundamental to workers' attitude reactions (Elayan et al., 2023; Scott-Ladd et al., 2006). According to research, staff relationships within an organization are characterized by a psychological phenomenon called commitment, which influences employees' decisions to join and stay in the organization (Al Balushi et al., 2022). However, Jang and Kandampully (2018) have maintained that current employees' dedication determines whether they choose to stay in their current positions. Also, Meyer et al. (2002) further asserted that organizational commitment is complex and consists of three elements.

Career advancement opportunities

Career advancement opportunities refer to the prospects and ways an organization provides for employees to progress (Saville et al., 2024; Thwin et al., 2023), these opportunities include a range of systems and initiatives aimed at improving workers' abilities, competence, and duties so they can advance to more senior roles within the organization. However, promotions, lateral transfers to more demanding or prestigious positions, professional growth courses, ongoing education, mentoring, and training programs are a few examples of career advancement. Through establishing a clear and attainable pathway for individual growth, career advancement possibilities serve as a means for promoting employee progress, job fulfillment, and commitment to the organization (McDonald and Hite, 2023; Pinnington et al., 2022). Opportunities for

career advancement are crucial in forming organizational commitment since they affect an employee's decision to stay with their current employer and their degree of involvement in general. A large body of research has demonstrated a direct relationship between higher degrees of organizational commitment and the presence of career progression chances, it is more probable that workers will become committed to their jobs and have a feeling of loyalty when they believe there are obvious avenues for advancement and progression within the organization (Ferdiana et al., 2023; Mirić and Slavković, 2023). When employees feel that their accomplishments and capabilities are respected and acknowledged, it can greatly improve affective and normative commitment inside the organization (Yoon et al., 2024; Sugiarti, 2022).

Research emphasizes the importance of career advancement opportunities in fostering organizational commitment. A study by Van der Heijden et al. (2022) demonstrates the correlation between increased employee commitment and organizations that invest in professional development and advancement. The study discovered that career development activities have a noteworthy influence on employees' emotional commitment to the organization, such as training courses, career coaching, and clear progression tracks. This emotional attachment, or affective commitment, is crucial as it is linked to increased job satisfaction, reduced turnover intentions, and enhanced overall performance (Susanto, 2022). Also, fundamentals like job satisfaction and perceived organizational support may function, as moderators in the relationship between professional development prospects and organizational commitment. According to studies by Jia-Jun and Hua-Ming (2022) as well as Eisenberger et al. (2016), employee commitment is believed to be higher when they perceive that the organization supports them in pursuing their professional aspirations. Stronger commitment is then fostered by perceived organizational support, which serves as an impetus by reiterating the idea that the organization prioritizes its growth and well-being. Regular performance reviews, individualized development plans, and possibilities for skill improvement are ways support can show up and help create a more engaged and driven employee (Wang et al., 2024; Sugiarti, 2022). The relevance of career advancement chances continues to grow in the context of modern job settings to the evolving nature of work and expectations of workers, current workers place great importance on lifelong learning and professional development (Hosen et al., 2024; Al Balushi et al., 2022; Dewi and Nurhayati, 2021). Organizations that don't give exceptional workers enough opportunity for career development run the danger of losing them to rivals that provide greater options for growth, as a result, offering strong career advancement prospects is crucial for keeping top employees and preserving a competitive advantage in the marketplace in addition to improving organizational commitment.

Pay gap

The pay gap and its impact on organizational commitment have been a pivotal argument, of academic and policy discussions for decades (Côté, 2024). A significant body of research shows that gender pay disparities persist across various industries and occupations. For instance, Blau and Kahn (2017) found that, on average, women earn roughly 82% of what men receive in like roles, a disparity prejudiced by features such as work-related discrimination, work practice, and judgment. This pay gap is not just inadequate to gender; it also extends to race and ethnicity, with minority groups often experiencing even greater wage inconsistencies compared to their white counterparts

(Pullen et al., 2023; Moyser, 2019; Couch and Fairlie, 2010). the dominant gender wage gap, men constantly make more money than women for the same work a universal problem that spans careers and specializations. Although several universities have made steps toward closing the gap in their organizations (Shirle, 2019), more work is needed to eliminate such disparities and address the consequences of such differences over time. The disparity in average income between men and women, known as the gender pay gap, is still a major problem in workplaces across the globe (Morchio and Moser, 2024; Reshi and Sudha, 2023). This discrepancy affects organizational dynamics, specifically organizational commitment, reflecting larger societal inequities, maintaining a motivated and effective workforce depends heavily on organizational commitment, defined as employees' emotional attachment to, identification with, and active participation in their organization. Using data from current research to analyze the effects of pay discrepancies on employee thoughts and behaviors, this literature review investigates how the gender pay gap affects organizational commitment among genders. The gender wage disparity has a detrimental impact on organizational engagement, especially for women, as studies repeatedly demonstrate, women who feel that they are paid less than their male colleagues frequently have lower levels of dedication and job satisfaction (Kish-Gephart et al., 2023; Nelson et al., 2023; Blau and Kahn, 2017).

Their sense of unfairness may cause them to feel demotivated and undervalued, and weaken their emotional bond with the company. Consequently, these workers might have reduced degrees of affective commitment, an essential component in cultivating a cheerful and enthusiastic labor force (Hing et al., 2023; Sveinson et al., 2022). Additionally, female employees' intentions to leave the company may be intensified by their impression of a gender-based pay discrepancy. According to studies, women who feel their achievements are not being appropriately recognized are more inclined to look for work outside where they think their accomplishments would be honored (Eggers Del Campo and Steinert, 2022; Barth et al., 2021; Cotter et al., 2011). In addition to upset organizational stability, this heightened intention of turnover results in large expenses for hiring and onboarding new staff. Men are frequently on the higher end of the pay gap, and typically exhibit higher levels of organizational dedication, indicating a gender difference in commitment levels that correspond with salary inequalities (Sedai et al., 2022; García et al., 2020). The association between organizational commitment and the wage gap is mediated by several characteristics, distributive and procedural justice are part of organizational justice, which is important, while procedural justice deals with the impartiality of the processes that result in these outcomes, distributive justice is concerned with what is considered the equity of outcome distributions, such as compensation, the detrimental impacts of the pay gap on commitment can be lessened when workers believe there is a high degree of organizational justice (Njuki et al., 2023; Roussille, 2021; Colquitt et al., 2013). Thus, organizations that provide fair procedures and are open about their compensation schemes are in a better position to keep all of their workforce's commitment levels high.

Materials and Methods

This study used a qualitative method to explore the Impact of Gender Inequality on Organizational Commitment. The qualitative method was preferred because it permits a profound understanding of organizational commitment and its, connections between

gender inequality in a detailed context (Islam and Aldaihani, 2021; Sandelowski, 2010). The study strategy used is a case study, which permits the gathering of rich and in-depth data on the knowledge of employees regarding the variables (Hancock et al., 2021; Tomaszewski et al., 2020). Study design is a proposal that defines how when and where data is collected and evaluated, and to increase more in-depth, rich verbal reports and clarification (Polit-O'Hara and Hungler, 2001; Parahoo, 1997). This study used the purposive sampling technique recommended by (Creswell et al., 2018) who suggest that case sampling in a qualitative design is purposive. The study respondents comprised 20 women from the educational sector in Rivers State, Nigeria, to increase a comprehensive insight into the impact of inequality in the area. Researchers suggested using 10 to 20 participants (Bernard, 2017; Mills et al., 2009).

Data collection procedures were through online in-depth interviews and observation. These data foundations aligned with qualitative data sources suggested by Yin (2018). Semi-structured interviews were conducted with the employees to explore their experiences and impact on their commitment toward the organization (Brinkmann and Kvale, 2015). The collected data were analyzed using thematic analysis procedures, which comprise coding the data and classifying key themes connected to pay gaps, career advancement opportunities, and organizational commitment (Castleberry and Nolen, 2018). To guarantee the validity and reliability of the results, the researchers use data triangulation by comparing evidence attained from several sources (interviews and observations), initial outcomes and conclusions were shared with applicants for response, and researchers are involved in reviewing the investigation process and conclusions. This qualitative method with a case study strategy permits a deep understanding of the impact of inequality on organizational commitment in the educational sector, through in-depth interviews, and observation.

Results and Discussion

Impact of career advancement opportunities on organizational commitment

The study revealed that career advancement opportunities significantly influence organizational commitment among the educational institutions in the study area. This outcome shows that when employees are offered career advancement opportunities at the organization, it will successfully inspire and motivate women employees and increase their innovation. This suggests that developing training programs and providing career advancement opportunities through job progression can help boost performance (Saville et al., 2024; Thwin et al., 2023). Studies proposed career advancement opportunities include a range of systems and initiatives expected to refine workers' abilities, competence, and duties so they can advance to more senior roles within the organization, for instance, promotions, lateral transfers to more demanding or prestigious positions, professional growth courses, ongoing education, mentoring, and training programs are a few examples of career advancement, through establishing a clear and attainable pathway for individual growth, career advancement possibilities serve as a means for promoting employee progress, job fulfillment, and commitment to the organization (McDonald and Hite, 2023; Pinnington et al., 2022). This result corresponds with the earlier study by Ferdiana et al. (2023), opportunities for career advancement are crucial in forming organizational commitment since they affect an employee's decision to stay with their current employer and their degree of obligation in general which established empirical support guaranteeing women have chances and

develop abilities that help them facilitate barriers and back their career advancement opportunities to higher elevations of duty and influence.

These outcomes are in line with the findings of Yoon et al. (2024) as well as Mirić and Slavković (2023), which stress effective career development stratagems and boost employee commitment, fulfillment, and retention rates, in so doing contributing to organizational flexibility and competitiveness. Thoughtful, energetic forces are vital for organizations to fascinate, develop, and hold capabilities in a viable universal marketplace (Saville et al., 2024; McDonald and Hite, 2023; Thwin et al., 2023; Pinnington et al., 2022). When employees feel that their accomplishments and capabilities are respected and acknowledged, it can greatly improve affective and normative commitment inside the organization (Sugiarti, 2022). A study by Van der Heijden et al. (2022) revealed that career development activities have a noteworthy influence on employee emotional commitment to the organization, such as training courses, career coaching, and clear progression tracks.

Impact of pay gap on organizational commitment

However, the Pay gap has been found to have a negative relationship with organizational commitment among employees in the study area. This indicates that women working in the study area's educational sector, reported lower levels of motivation and job satisfaction when they lacked proper support and opportunities, the majority of female employees were deeply concerned about the pay gaps in the systems keeping them from reaching their maximum potential and also affect their commitment towards the organization (Côté, 2024). Studies suggest significant body of research shows that gender pay disparities persist across various sectors and occupations. For instance, Blau and Kahn (2017) found that, on average, women earn roughly 82% of what men receive in like roles, such as work-related discrimination, work practice, and judgment. This study is in line with the outcomes by Pullen et al. (2023), Moyser (2019) as well as Couch and Fairlie (2010) which found that the pay gap is not just inadequate to gender; it also extends to race and ethnicity, with minority groups often experiencing even greater wage inconsistencies compared to their white counterparts (Pullen et al., 2023; Moyser, 2019; Couch and Fairlie, 2010).

This lack of organizational commitment outcomes will decline the performance level of the employees, indicating that the pay gaps are not suitable and hamper commitment and performance. The findings support previous studies gender pay gap affects organizational commitment among genders (Shirle, 2019). The gender pay gap harms organizational commitment, especially for women, as studies repeatedly establish, women who feel that they are paid less than their male colleagues often have lower levels of commitment and job fulfillment (Kish-Gephart et al., 2023; Nelson et al., 2023; Blau and Kahn, 2017). Studies reveal that bias against female employees is mainly in male businesses. Also, studies propose that the glass ceiling compels women, stalling their rise to advanced places despite experiences, and affecting their career progress (Morchio and Moser, 2024; Pullen et al., 2023; Reshi and Sudha, 2023; Moyser, 2019).

The study intends to investigate the impact of gender inequality on organizational commitment in the educational sector in Rivers State, Nigeria. The results of this study show that career advancement opportunities significantly improve organizational commitment and employee performance. Career advancement opportunities will motivate and empower employees to reach their full potential and create a positive and

productive work environment. This supports the findings of Susanto (2022) which aligns with the concept of career advancement opportunities as it highlights the importance of emotional attachment, or affective commitment, is crucial as it is allied to increased job satisfaction, reduced turnover intentions, and enhanced overall performance. In addition, other studies by Jia-Jun and Hua-Ming (2022) as well as Eisenberger et al. (2020), stress that organizational support, continuous learning opportunities, and a supportive work environment are critical in enabling career development and strengthening employee motivation and commitment to the organization.

These findings are consistent with previous studies that suggested employee commitment is higher when they perceive that the organization supports them in pursuing their capabilities and ambitions, stronger commitment is then fostered which serves as an impetus by restating the idea that the organization prioritizes its progress and well-being (Wang et al., 2024; Al Balushi et al., 2022; Sugiarti, 2022). Also, another study underscores the significance of organizations that don't give exceptional workers enough opportunity for career development and run the danger of losing them to rivals that provide greater options for growth, as a result, offering strong career advancement prospects is crucial for keeping top employees and preserving a competitive advantage in the marketplace and will improve their commitment towards the organization (Hosen et al., 2024; Venkat et al., 2023; Dewi and Nurhayati, 2021). The study findings align with McDonald and Hite (2023) as well as Young et al. (2021) assert well-implemented practices that enhance employees' resourcefulness, which contributes to improving individual and group commitment within organizational contexts.

These findings add to the evidence that providing career advancement opportunities is appropriate for enhancing general employee commitment and plays a critical part in helping organizational innovation and adaptation to swift and multifaceted environmental fluctuations, employing strategies that promote career advancement and be in the right place for all, acceptance diversity, intersectionality, and exertions to promote gender fairness, in organizations, and the social order can form more comprehensive situations that offer all persons alike chances to succeed and thrive in their professions (Saville et al., 2024; Thwin et al., 2023). The bias in the pay gap in the sector caused frustration among female employees, which negatively affected their commitment and performance, these issues also contributed to a lack of diversity and integration in these profession's goals, which limits development and stifles the potential for organizational accomplishment. Pay gaps are harmful because their impact on organizational commitment has been a pivotal argument, of academic and policy discussions for decades and makes it harder for them to be dedicated to their jobs (Côté, 2024), networks, and become more visible. According to Reshi and Sudha (2023), this discrepancy affects organizational dynamics, specifically organizational commitment, reflecting higher societal inequities. The gender wage difference harms organizational engagement, especially for women, as studies repeatedly demonstrate, women who feel that they are paid less than their male colleagues frequently have lower levels of dedication and job satisfaction (Kish-Gephart et al., 2023; Nelson et al., 2023; Blau and Kahn, 2017).

Conclusion

This study found that career advancement opportunities significantly influence organizational commitment in the educational sector in Rivers State, Nigeria, through increased employee career progressions. Pay gaps show a negative relationship with organizational commitment however; these negatively hinder their commitment level toward the organization. The sense of unfairness causes them to feel demotivated and undervalued and weakens their emotional bond with the organization. Consequently, these workers might have reduced degrees of affective commitment, an essential component in cultivating a cheerful and enthusiastic labor force (Hing et al. 2023; Sveinson et al., 2022), thus indicating that a lack of direction and support from the system hinders productivity. This investigation provides valuable understanding for leaders in Nigeria's educational institutions on the importance of implementing practices and organizational culture that encourages fairness to maximize performance amid progressively ferocious market rivalry. According to studies, women who feel their achievements are not being appropriately recognized are more inclined to look for work outside where they think their accomplishments would be honored (Eggers Del Campo and Steinert, 2022; Barth et al., 2021; Cotter et al., 2011).

This research provides practical benefits to organizations in Rivers State by investigating the impact of gender inequality on organizational commitment, the study offers empirical support since career advancement opportunities are recognized to have a significant positive relationship on organizational commitment among employees of the organization, the investigation adds to the literature related to career advancement opportunities and organizational commitment in the educational sector. The empirical evidence, also, adds to the present-day literature by extending the construct of career advancement opportunities and employee commitment, mainly in the Nigerian context. Career advancement opportunities have a positive influence on organizational commitment among employees. To practical implications, the outcomes will offer empirical evidence for organizations in Nigeria to develop and implement strategies for improved employee commitment. The results also supply several healthful displays to Nigerian organizations. By paying much attention to gender categories, in general, the practices will increase employees' career progress, which will boost and hold an advanced level of commitment among employees, this is necessary to guarantee a higher level of commitment. However, the study is subject to limitations, furthermore, the study sample is limited to 20 employees which limits the generalization of the study findings. Other than that, this study used a qualitative design, future studies should consider using quantitative techniques.

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Conflict of interest

This study was conducted completely through the author's personal efforts and resources, without external parties' commercial or financial contributions. As a result, there are no conflicts of interest or involvement of any external parties.

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