

HIGH UNEMPLOYMENT AND TURNOVER RATE AMONG WOMEN: THE ROLE OF TECHNOLOGY

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ABSTRACT

Women's employment has changed remarkably over the past years. These changes are both quantitative and qualitative. This has happened because of recent technologies. The prevalence of labour-saving technologies in work organizations has in no small measure brought about re-organization in employment pattern as well as work itself. The paper argues that high unemployment and turnover rate of women employees is related to computer skills. New technologies in work organizations intensify discontent and reduce the quality of women's work. It recommends women's education in science-base courses that will enhance women's competitive advantage in employment.

Keywords: *Unemployment, Turnover Rate, Technology, Work, Women*

INTRODUCTION

Our world is dynamic. Several changes have actually taken place one that appeals to all is technological transformation. Thus, transformation in technology has enhanced both production as well as the mode of work in organizations. Subsequently, with the appearance of technologies in organizations (industrial), manual labour was however overtaken by labour-saving technologies. In spite of the role of technology in transforming society, questions have been asked about its impact on employment pattern (Acevedo, 1992). Thus, the labour force of every industrial organization is composed of both men and women who work effectively for the growth of such an organization.

Some have decried the unwholesome relationship between technology and women's employment in organizations, believing that management creates a division by the introduction of new technologies into the work place. As Pringle (1989:34) would have it:

If men are represented as the masters of technology,

Women are its servants.

Over the years, the pattern of employment of women in organizations has changed remarkably. These changes are both impressive as well as unimpressive. This is so because technology has shaped the number of women employees in work organizations in one way or the other. Haralambos and Heald (1980) posited that the number of employed women declined by some three million between 1951 and 1976, relative to the number of males which was around three thousand. But this is not so today with the rise of computer-based technology.

The international labour organization (ILO) (2001) analysis of recent employment trend shows that in spite of progress in some areas, the employment of woman employees still faced challenges, technologically. In deed computerization has brought along with it remarkably loss of employment. The number of female workers required for employment nowadays has been drastically affected. One person now does the work usually performed by four or eight persons in an office. The employment nowadays has been drastically affected. One person now does the work usually performed by four or eight persons in an office. The employment of people to work as clerks, typists, messengers etc has been overtaken by automation, that is labour –saving technologies. Most among these categories of employees are known to occupy the lower rank of employment. Sadly, however, such position are longer in existence in many organizations. The employees who have been displaced by technology were one way or the other supportive of their families or were the “service providers” of their families. It would appear however, that such families who no longer have such support would no doubt experience difficulty in needs.

As organizations become technologically derived the watch ward for management becomes profit, based on high productivity. As such these require a different ball game. A productive-raising technology is complex and therefore requires great skill to use. Hence, technology create a division in the employment of women, as only younger women are usually qualified with the necessary skill needed to cope with the detriment or expense of the older women. In other words, technology discrimination, creating a barrier between younger age groups and the older (Saso, 19990) since in most cases, older women are not skillfully

equipped with respect to computer-based skill their employment comes unnecessary and this posed a problem to this category of women.

Furthermore, women employees to some extent do not find their job all too juicy. Computer technology has more or less made work quite cumbersome and burdensome. With the activation of new technologies in the work person, repetitive and heavy nature of certain operation is completely lessened yet some employees have experienced server strain and workloads. Goltoskar in miter and Rowbow than (1995:190) say one of her respondents alleged.

*Before computerization, we used to do 30-40 cash entrie per
Say, now we have to do more than 100. There is greater
Pressure at work, more work and more responsibility, the speed
has Increased enormously.*

Advancement on organizational hierarchy is relative, pleasurably, it is based on long time employment and developmental training. It appears that technology negates the advancement or positioning of women employees on the managerial line. Since most human resources managers are usually bias with regain to woman, they by pass the selection of women employment for human resource development programs that involve technology. Thus, it between quite rare to find much women employees on the higher hierarchy of management.

Several student have been fashioned toward this direction while some have viewed the quality of work of women employees with emphasis on the need to give women better training to enhance qualitative work (Bucar, 1995), other have concerned their selves with the extent or women participation in computerization and whether or if women employees are deskilled by computer-based technology (Giao, 1995). Others have toured on the need for women in industrial organizations to have access to social security and welfare benefits with respect to technological changes (Agarwal, 1997: Macdonald, 1998).

This paper tries to-ray the patriarchal arrangement of work in organization in Nigeria by posing questions such as, is technology gendered? Who employs who in organization? To what extent do women occupy managerial positions? Are particular positions the preserve of men? The main aim of this is to investigate whether or not technology increases the chances of selecting and placing women

employees in positions of authority, again to investigate the impact of computer based technology on the employment/turnover rate of women.

Concept Clarification

Anikpo (1986:8) says concepts " are vocabularies with which the scientist talks about the world" hence, concepts are the building blocks of social research. Here, we shall attempt to demystify the following concepts as used in this paper.

Technology

Akin (1994) view technology as the systematic knowledge of techniques productions, that is, scientific study of the relationship between persons and tools, machine and object. But in most cases or studies, technology is used in very comprehensive sense, and as Edquist (1985:8) would say, the term often includes many important phenomena of social character such as knowledge, management, organization of work, etc. hence, where phenomenon, are not dearly distinguished, it definitely become a problem to study their relationship.

Unemployment

This is the number of people in a particular country or area who cannot get a job. Longman Dictionary (2003). The number of women who are employable but are rendered redundant or unemployed as a result of skill in computer-based technology. This is the dependent variable and this paper intent to show an understanding of the effect of computerization on high unemployment and turnover rate among women.

Turnover Rate

This could be conceptually understood as the rate at which women leave an organization as a result of computerization. High turnover rate or low turnover rate form part of the dependent variable for this analysis.

Women and Employment

From hunter gathering status to horticultural, to agrarian and then to industrial society the station of women has undergone much changes. Initially, women were relegated to an unknown social class. Today, it's a different thing altogether. Pinchbeck (1930) in Barker and Chalms (1997:81) argued that the industrialization of the 18th and early 19th

centuries brought about a dimensional change in the nature of women's work. The point in that, though women became part of the industrial force industrialization brought about segregation at the work place. Oakley (1974) opined that the evil of industrial revolution is totally responsible for the changing status of women in British society. She claim industrialization brings to bare the realization that the "dominant mature feminine role" is housewife. As early as 1941 Haralambos and Heald (1980) argue that committees of male factory workers saw women as threat to their employment, and thereby called for the gradual withdrawal of all female employees from factory.

In 1842, the miner Act banned the employment of women employees as miners. It is on record however that by 1951, one in four married women was employed. Thus, by 1911, there was a change in this figure, it reduced to one in ten. This definitely means that by the time the Act was fully implemented it became very efficacious perhaps not only in mining as seen in 1911. Even in Nigeria such Act, up to date prevents women from being employed into mining work.

According to the law:

Subject to subsection (2) of this section, no woman

Shall be employed on underground work at any time

(Labour Act cap 198, Law of the federation of Nigeria, 1990)

Humphrey (1987) observed from his study that society consider it unnecessary for women to engage in employment as a result of the discomfort it would cause in domestic and childcare. Meaning that, the domestic cum child care responsibility of women will be jeopardized if they take up wage employment. This argument is usually put up by male-chauvinist, who feels threatened by women. But Calhoun et al (1995:268) are of the view that such argument is usually, manifested to protect women whereas latently is to restrict and deny women from gainful employment.

Michael Edward (2002:1) clearly stated that the equal employment opportunity commission (EEOC) was created fully by congress for the purpose of eliminating the unfair, discriminatory practices in the work place Title (iv) of the Civil Right Act of (1964). Hence, in 1972 the equal employment Act gave EEOC the power to file lawsuit against private employers, employment agencies and unions, etc. the argument that ensues is that, in the presence of this women are after all not better

placed in terms of employment nor equality of pay. Tilly and Scott (1987) argue that industrialization meant that women were increasingly earning an independent wage instead of contributing to the effort of a family work team. But that they continue to perform the type of low-station low skilled jobs that had always characterized a women's work. Tilly and Scott (1987) are however of the view that, the EEOC is definitely a charade.

Women comprise a reasonable percentage of every work force, yet they are not evenly employed throughout the occupational structure. They are concentrated in most cases, in low paid, low status job Haralambos and Heald (1980:381). Statistics, according to Nightingale (2003) reveal that the ratio of women to men in the federal civil service of Nigeria, the largest employer of labour is 1:4 and most of these women are employed in the lowest cadre of public service. In a study conducted in Canada, research finding revealed that though women in Canada have moved into many fields, which were once male dominated, the sexual division of labour is still very real. The study also shows that women are engaged in a rather "pink-collar job". Pink-collar job is a term used to describe low status, low paying female-dominated occupations women and the economy (2003). Thus, this means that a greater number of women are found in such employment as clerical, salesclerk, child-care etc. the Nigerian case is not any different, as first women are under represented in the paid workforce. In a study carried out by UNIEM (2000), finding revealed that in the formal sector, women constitute 30% of professional post, 17% of administrative/managerial position, and 30% of clerical positions, 17% are employed in other categories. The study went on to reveal that women are concentrated in low-paid jobs particularly in agriculture and the informal sector UNIEM biennial Report (2000). Indeed, Weaver (1997:143) in Ruwapura (2004) says it is as a result of lack of education on the part of the women that makes them to occupy such position.

*Adult literacy for women in Nigeria was 41.0% in 1992,
And consequently low labour force participation rate for
Women, at 37:2% are found Ruwapura,(2004:6)*

Implicitly, it clearly means that as a result of low percentage of educated adult women, workforce participation is thus minimal.

Rationale for Seeking Employment

As society undergoes changes owing to the industrial revolution of the eighteenth century, industries moved from house to factories, the social responsibility of women began to change. Enhanced more so by the rise of ideology, women find themselves in the workplace, a totally new experience from domesticity. In view of wage employment, women began to embrace education for continuous participation and advancement in their workplace.

Just like men, they do not just enter into or take up employment for nothing, but to cater for life exigencies and all that go with it, Myrdal and Klein (1968:82) posit that women accept gainful employment so as to supplement family income. Fine (1992:111-112) also holds the view that women enter the labour market to earn a wage that is independent of their structured responsibility for housework. Both scholars seem to agree, but it would appear that they differ in semantics. Thus, according to Dokubo (2002:16), in a study conducted to know why women engage in paid employment: Sobol (1963) discovered that 48% of her subjects' reasons for working was that, it was meant for the survival of their families. Truly, there are families where women provide for existence. The case is, some families have aged folks, with little boys for sons, such that it becomes incumbent upon the daughters to provide for substance, this they do by taking up paid employments.

Furthermore, women's engagement in employment also goes beyond monetary wise. Hoffman (1968) found out that, women do gain full employment in order to raise their status. Thus, in other ways, it is more or less self-actualizing reasons. The explanation of the rationale for women employment has a variant explication when it comes to Nigeria. Gbosi (1996) in Dokubo (2002) has argued that, the reasons for women seeking and gaining employment is founded on four factors. These are: Economic hardship, expansion in educational facilities, rising number of female heads, and availability of daycare facilities,. Economically there is the argument that the world economic crisis that ushered the introduction of structural adjustment programme (SAP), brought along with it severe hardships for families, which concomitantly provoked a lot of women into paid work; so as to supplement family income. Gbosi is of the view that the increase in educational facilities in recent times has particularly induced women to seek and get brighter educational qualification, which of course, exposes them to work. Any how, there is an increase demise of husbands, divorce or emigration of the husband to other places in search

of greener pastures. Such that women assume the position of employees for sustenance. Gbosi concludes that, the availability of day-care facilities in the country has also engendered women to quickly get back to work (Dokubo, 2002:19). It certainly appears that Gbosi is forgetting something, to argue that it was the Structural Adjustment Programme (SAP) that myopic. The question to ask is, were women not in employment in the country prior to SAP? The answer is obvious. We are of the view that Gbosi's factors are not realistic and immediate, they rather sound remote as to rationale.

In the end, Eric Richards (1974) would argue that the industrial revolution did not emancipate women, but led to a substantial diminution of their economic role as employment opportunity contracted, such that there is not a rationale for women in paid employment. Richards seems to be of the view that both men and women are in the same position in employment. Whatever reason the men have for working, is likewise for the women. Thus for scholars to be divergent about the idea of seeking employment is nothing to write home about.

Influence of Technology on Employment

The growth and development of technology is very quintessential to work organization, as it has facilitated productivity. The influence of technology on employment is enormous, so to say; both good and bad. This influence is however obvious in work, task and skills. The introduction of computer-based technology into work, affects the content of work as well as skills needed by the employees (Gothoskar in Mitter and Rowbotham, (1995:156). In routine transaction, Gothoskar went on, certain human skills that, although are mechanical yet require a positive concentration of mental effort is no longer useful. This means that mental understanding and direction upon such work activity is, however,; lost to technology. She argued that the skills that replace the human skills, though mechanical, do not require the particular effort of men or women.

In similar attitude, Buchanan and Boddy (1983) emphasized that when technology changes, the task to be performed changes. The point here is that, as technology is put in place, there is a demarcation between human effort and otherwise called mental effort and technology-(CAD) to replace conventional and normal drawing board, in officers affects work task and skills. Clark (1988:104) says that studies have revealed a switch from manual task and skill to knowledge-based material problem solving

abilities. This shift, according to him is also as a result of the use of radically different implements as opposed to traditional tools. One thing we observe here is that, the introduction of new technology also requires the introduction of "hi-tech-knowledge". Thus, hi-tech-knowledge in this context is computer bound knowledge. Although technology facilitates the response of a request to a customer in a computer-based information technology firm, it never the less frustrates the employment and stay of a worker. Choon Sim and Yong (1995:179) in their study in Malaysia said that, according to the union president of TELMAC, the management of the organization has stated that the impact of computerization on employment would be the loss of four to five thousand workers. In Jamaica, according to Charles Edquist (1985:167), the introduction of technology led to severe social problems for workers as a whole lot of workers were replaced unfavourably. Choon Sim and Yong on the other hand, emphasized that computerization has displaced labour in most cases. Citing an instance, they said the development of the customer automated services system (CASS) has obviously led to the termination of several routine, clerical and technical tasks. Thus, it means the exit of much workers and the reorganization of work with technology. The new automated system processes, records and updates and stores all information about subscribers. Choon Sim and Yong posit that in 1998, there was redundancy of workers who used to type and write bills, as a result of introduction of computers into the billing system.

With the introduction of new technology into the workplace, a differentiation is however created. This differentiation emerges in terms of skills. Chjoon Sim and Yong agree that jobs become differentiated between "high-skilled" and "low-skilled" work, and this is usually between systems analysis and the programmers and the likes of the professional. Thus, it is this differentiation that leads to the polarization of work between "them" and "we". Choon Sim and Yong declare that has quickened the gendering of work place in terms of authority positions. Alienation is another phenomenon which has been associated with the influence of technology in modern industry (Girigiri, 1999:85). Karl Marx had resounded that all institutional spheres in capitalist society are characterized by alienating conditions. Such that, as Girigiri puts it:

With progressive technological innovations, alienation in the Labour process gets progressively intensified and work Dehumanized through deskilling under the dominance of Machine Girigiri,(1999:87)

In the clearest sense of it all, it follows that workers are completely not in control of the technology with which they work; rather technology exerts control over man, the workers, deskilling him/her. In a more perverse tone, making the worker redundant of skills. In most cases, this condition is usually ascribed to managerial control. The design of technology for a firm is usually instructed and tele-guided by the management, so as to put workers on check. Little wonder, Buchanan and Huczynski (1985:221) emphasize that:

Both technology and its effect are the result of series of Management decisions about the purpose of the organization And the way in which people should be organized to fulfill that Purpose. This implies we should not be studying technology at All, but that we should instead be analyzing managers' beliefs, Assumptions and decision making processes.

The rationale here is insistently that to continue to subject workers to control, managerial decisions borders on fulfilling the purpose, objective and the good of the organization at all costs to the detriment of workers. In short, technology is managerial weapon used in asphyxiating the workers. Such writers as McLoughlin and Clark completely disagree with this. They believe that writers and scholars influenced by the labour process perspective disregard and ignore the possibility that technology might be one of the factors shaping the outcomes of change. In this direction therefore, the consequence of technology are both essential and nefarious. Importantly, it has provoked and compelled outstanding speed in industries and sponsored facilitation of work. Yet it is also detrimental in that a few benefit and health wise; women employees suffer more.

Technology, Women and Management

Over the years, no doubt about it, the number of women employees in organizations has inclined tremendously, as against some previous years back. Some male-oriented positions are now occupied by women. Lam (1992:72) posits that Japanese companies now have no choice but to integrate women into the traditionally male-dominated work organizations. But the fact remains that women employees are less likely to be found in positions of higher authority. To put it correctly, there is the certainty not to find women employees more at the managerial level in work organizations. Wolf and Fligstein in Dokubo (2002) stated annoyingly that even the so called 'feminine professions', it is disturbing

to find that men dominate the helm of affairs; and that they (women) are less likely than men to have interesting job promotion. Thus the very reason is centred on the fact that most managers would like to see that a work organization is managerially masculine than feminine, and also owing to the patriarchal environment women find themselves. As Cockburn puts it:

*.....the active role that men play in differentiating their jobs
From those of women is a key factor in the gendering
Processes. Gender segregation surrounds some of the
Strongest taboos and prohibition in society. Our whole
Culture is gendered, little wonder work is gendered
Cockburn,(1985:21).*

It is worthy of note, to say that Cockburn's view is that gendering in the society is instinctively carried out in order to continue to relegate and dominate a particular sex (in this case women) at the work place. In view of this, Anker (1997:9) maintained that work place segregation is not only detrimental to women employees, but also has a negative effects on how men see women and how women, see themselves and consequently affect other social variables.

Taking a cursory look at Japan, Kanatani (2001) says research finding revealed that in 1998, only 1.2% of working women held positions equivalent to director and now it has appreciated unreasonably to 1.6% in this millennium. The situation is quite deplorable but of course relatively better as opposed to the 1980's. Women's participation in management is growing, though slowly. Sarla margay (1999) holds that this growth is however relative from country to country. Survey of women management positions in the United State of America and elsewhere has indicated a notion of masculine managerial model of "organizational man". Koshal, et al (1998) emphasize that Malaysia presents an interesting case study on women in management, as an emerging society previously tied down to traditionalities. Though it appears transforming, technology becomes the new impediments; as it is socially constructed. Professor Shamsosadat Zahedi opting to agree, alleges that an employees (women) in Iran is not usually promoted to managerial positions, only in rare occasion. Worsen far more by technological displacement, and thought of being promoted to a higher level in that organization. Hence, it becomes clear to say that women employees achieve managerial positions by working around a male

career pattern, rather than competing within it (Nohota, 1986, Lebra, 1992).

Apparently, data from the international labour office for 1995 shows that even in the 30 most developed countries in the world the average percentage of female managers is less than 30%, for Africa and Asia; rates are lower than 15% (Esteve-Vohart, 2004:15). Business Week Online (2004) reports that a survey of the U.S hundred most largest publicly traded corporations conducted by the catalyst, a national women's business advocacy organization, found that women occupied only 9.3% of board seats at technology companies versus 12.4% at other outfits. In the executive rank, the differential is worse. Women represent only 11% of corporate officer positions in techn companies, outside tech, they hold 15.7%. it would seem however that women are actually shaped out of management by technology as, even inspite of their positive contribution to growth and development of such organization. Telle Whitney, president and CEO of institute for women in technology, says most women at info-technology companies reveal that they still run glass ceiling, women at the middle level of management talked about frustration in terms of taking it to the next level (Business Week-Online, 2004). In this regard Choon Sim and Yong (1995:190) posit in clear terms that one of their respondents opined:

*My work is now more efficient with computers...however
My chances of promotion are poor, it is very difficult and I
Feel frustrated.*

It seems though, that this would appear to mean women are excluded from managerial hierarchy by this gendering. Recent historical works according to Ava Baron (1987) has shown that women employees have not been excluded completely by technology. All that matters here is the fact that there are reasons to which women are not well positioned managerially. The reason Evans (1963) says, the job workingwomen choose provides them with fewer opportunities to enhance skills. Therefore, they acquire less experience and cannot progress managerially. In the same vain Kanatani (2001) argues, women do not have the knowledge, experience or analytical abilities essential for the positions and that women work shorter years and retire before reaching managerial level. Kanatani is of the view thus, that women's uneducatedness is responsible for their inability to make management and not technology. Ipso facto, Kanatani would wonder who would

make or promote an unskilled employee to the reputable position of a management staff. But we would argue here also that to say that women are uneducated is far from the truth, as today's enrolment in various faculties of a university is inundated with female. Thus, women have embraced education. For Kanatani to go this way is far out of substance.

Too much sociology seems to have distorted this view, Rowbotham (1995) would argue, saying there has been a blatant failure to examine systematically and sociologically, those factors which influence women employee's attitudes to their jobs and all too often the belief has prevailed that women employees attach little importance to promotion or to interesting work. McNally (1979) contends supportively that sociological analyses should not assume that female orientations to work are fixed solely by their upbringing, education and later, by their domestic obligations. Rather, McNally insists, the extent and the way these orientations are sustained, modified or frustrated by work itself should be the most central analytical quintessence.

As much as some scholars do not find fault, others believe and hold the view that technology sure does hinder female employees managerial inclination. Their assertion is, women employees are attracted to employers in that they can be effectively isolated from the mainstream organizational career structure and this is done by clericalizing these employees. In other words, such positions as clerical officer are however affected one way or the other by technology. In many ways, for Compton and Reid (1982), the process of the polarization of the workforce has been facilitated by the use of electronic data processing technology. Thus:

*The polarization of class positions through clerical deskilling
Which braverlyman described also depends on a polarization of
Functions within the administrative workforce facilitated by new
Computer technology and reinforced by a sexual division of labour*

Labour process seems therefore to polarized as this has gone a long way to be, not only management versus employees; but also women employees. The impact of technology on the workplace is however something to write home about. Thus, at the micro and macro level, there is no doubt that technology and the managerial position of women are related (Edquist, 1985:167).

Theories of Employment of Women

This section explores the various scholarly theories put up to explain the employment of women in work organizations. It explores also the theoretical undertone of why organizations are usually segmented with a view to the employment of women. Although there are many theories of this nature; we shall restrict our self to three of these theories. We wish to show that organizations are prejudicial when it comes to women employees, examples of these theories are: Dual labour market theory, reserve army of labour theory, and the feminization of labour theory.

Dual Labour Market Theory

This is theory that was fully developed by Barron and Norris (1976) in their book titled: Sexual divisions and the dual labour theory. The general argument of this perspective is that the labour market is divided into too related but effectively separate sectors. Anker (1997:7) posits that these too related sectors are the primary and secondary sectors. According to him, in the primary sector; pay and job security is very high. In this sector of employment there is a recognizable promotional ladder and it is further characterized by skills and educational qualification. This means that in the primary sector of employment, those that are required for employment are people with sound qualifications. The possession of good qualifications provides the chances and opportunity for the individual to advance in the organizations hierarchy.

Secondary sector jobs tends to be relatively poor as regards pay, chances for promotion and working conditions and to provide little protection or job security (Anker, 1997). In this sector, the chances of promotion are rare and do not require necessary qualification. Therefore, the point here is that with the emergence of industrialization, employment had already been structured. Men to be employed in the primary sector, women in the secondary. Since women are domestically inclined, their employment is therefore stream-lined to secondary. Barron and Norris (1976) argued that whilst men are employed in both sectors, they are mainly employed in the primary sector. Women's employment, though it has increased, is basically secondary. Anker (1997) says these two labour markets are perceived as functioning independently of each other to a substantial degree, largely because firms in primary sector have some market power, which insulates them for competition.

Obviously, a whole lot of managers do admire this theory, so much so that work organizations are flow "Dualized" with a view to the employees. It would appear clearly, thus that is as a result of this that the women employees of an organization are all the way found in the lower rank of such an organization. They are not promoted evenly and are remunerated differentially. Furthermore, Dual labour market theory emphasizes the idea that men employees are usually more qualified and better experienced, therefore their services are better preferred relative to women employees. Since the primary sector firms can pay better and higher wages, they tend to grab the best qualified workers, who are better educated. The women are at a disadvantages. Owing to this, it means that the primary sector employees are usually men, while secondary sectors are women.

Various writers criticize this theory beholding it as unnecessary. Hartnett (1978) has suggested that at the work place, so much ideological factors come into play. The author pointed out that, workers do not like to work for women managers and since men are mostly managers they tend to develop disparaging ideologies. Thus, this theory fails to understand that women are also fully employed in the primary sector as the case may be, women have embraced education and are duly qualified with qualification such that primary sector firms require their services. Although the theory locates economic exploitation and inequality in a structural framework, it tends to forget that not all women as much as men are married, with children to cater for; such that nothing displaces their ambition.

Reserved Army of Labour Theory

It is more ideological subsuming women as making up a major share of this arena of unemployed and this is owing to Marx's theory, which sees women as being drawn in or thrown out of the labour market in response to subsequent transformations in the market. Thus, Veronica Beechy (1986), following Karl Marx postulated that women are the reserved army of the labour market. Beechy argues in this theory that capitalism as an economic system of production is subject to periodic cycle of "boom". This implies a period when extra workers are needed and also there is a time of recession-when workers are laid-off. This theory holds that women's work is the most flexible form of labour. Beechey observes that:

The cyclic nature of the production process means that employees have to strike a balance between need to retain trained workers who are essential to their enterprises whilst

simultaneously ensuring a level of flexibility within the workforce so that the costs can be reduced in periods of recession. In essence, employers need flexibility to expand their workforce quickly in boom periods and to reduce their worked force efficiency during periods of slumps.

In any case, since woman's work or employment is seen to be the most flexible, female labour is however considered to represent a form of "reserved army of labour". In other words, organizations can employ female employees and place them where necessary and at a period when it seems as if the organizations goals are failing, to lower or reduce cost, the women employees can be given the boot at will.

Collinson (1987) notes that women employment had grown large in the mail order business in the U.S. on second thought he realized that women stay in such work places were unstable. He recognizes that the jobs concerned tend to be temporary, part-time and unskilled. Hence realities of women as reserved army of labour. Others such as Fine (1992) have disagreed with the idea that women are reserved army of unemployment. He says this stems from the simple observation that women's wages are lower than men's and as women can be employed equally in times of labour shortage relative to men. Thus, qualifies them as stable labour force. The realities on ground seem apparent as women employees are usually rigidly relegated to unemployable positions, but to adhere strictly to this idea of women employees as the reserved army of labour would be quite hasty.

Feminization of Work Theory

Feminization of work theory emphasizes that every aspect of the workforce and work place and work itself has been impacted upon by the present form of modernization. The changes are as a result of changes in all facets of life. As opposed to early days work has been feminized, meaning that more and more women are now employed in work organizations. The growth and development of women's participation in employments according to this theory is based on the justification that the structure of work place is no longer what it used to be. Historically, education was meant for men so as to fit them in for an industrial function. Today, that is no longer the case, women acquire education, even competitive education which situates them at the core of employments. Previously, most paid jobs was the preserve of men, in this

age, women are also involved in paid employments. Pateman (1988) argues that, that the modern worker is assumed to be a male is however losing salience. In this way, Pateman seems to suggest therefore that the idea of a male-dominated work force has been deconstructed. Hence, the male model of work is now an anachronism.

Further justification of this theory centers on the fact that, the nature of work, the structure of organization and the rise of new way of thinking centred on information technology have all conveyed to foster the participation of women in paid employments. Work is no longer labour intensive, neither is the structures of work organization shrouded by individual skill but team work, more is the fact that traditionalism has given way to modernism Nazneen and Kalyani,(2001). What this means in essence is that thought has been shaped into the right path, reason and thinking are logically more dynamic than ever.

Worthy of note, is the clear picture this theory gives as touching the employments of women. It seems the theory does not see any obstacle to the progress of female employees in work organization. Wajcman (1991) doubts if work place nor work force has being feminized. She actually sees an increase in the employment of women in the service and caring sector, which according to her women fits in. it would definitely appear she is of the view that other sectors appear to relegate women out of the workforce. In the end, Butler (1990) seems to see work feminized yet there are other bridges to cross.

CONCLUSION AND POLICY IMPLICATION

The 21st Century is loaded with technological transformation which has facilitated work enhanced productivity as well as narrowed labour cost. With automation, organizational structure and processes are transformed immediately and labour is at the mercy of management. little wonder very few women enter the career promotion track those found in managerial positions are in many ways not into the organizational career traced so much that managerial decision making is configured toward masculinity. Managerial control as part of the patriarchal environment is enhanced. Computerization has transformed office clerical routine work, usually performed by several person to just few workers and this breeds profits because cost is now reduced, of course a conventionality of capitalist orientation. As a result, the workforce is debilitated, especially women employees, causing unemployment. Our main construct technology was

actually measured by one variable computerization which of course by all account is poorly measured.

The paper posits that computerization has brought changes in the employment pattern of office makers, creating expertise in some workers to the detriment of others. A policy statement on proper planning and evaluation of both sexes of employees on new technologies without bias to one sex is needed in this direction. To this end, it is also proper to recommend that women's education should be fashioned towards science, especially computer science, management information system etc. in this way, women will be able to compete effectively in the labour market.

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