

INFLUENCE OF SOCIAL FACTORS ON WOMEN'S PARTICIPATION IN ADMINISTRATIVE LEADERSHIP IN PUBLIC AND PRIVATE UNIVERSITIES IN ONDO STATE

Ajibefun, M.B

Department of Social Studies, School of Arts and Social Sciences
Adeyemi College of Education, Ondo, Ondo State, Nigeria

&

Adu, Mayowa Clement

Federal University of Technology, Akure, Ondo State, Nigeria.

Abstract

The study examined the influence of social factors on women's participation in administrative leadership in public and private universities in Ondo State, Nigeria. The descriptive research design of the survey type was used in this study. The population consisted of all women in academic and administrative cadre in private and public universities in Ondo State. The sample for the study consisted of 150 women who are senior staff from 2 public universities and 2 private universities in Ondo State. The sample was selected using multistage sampling procedure. A self-designed research instrument tagged Administrative Leadership Questionnaire (ALQ) was used to collect relevant data for the study. The instrument was subjected face and content validity through thorough screen experts of social studies and Tests and Measurement. The reliability level of the instrument was established through test retest method. The data collected through the instrument were analyzed using Univariate Analysis of Variance (ANOVA) and t-test at 0.05 level of significance. The findings of the study revealed that educational status and household size influenced women's participation in administrative leadership while religion and marital status had no influence on women's participation in administrative leadership. Also, there was no significant difference in women's participation in administrative leadership in public and private universities in Ondo State. Based on the findings of the study, it was recommended among others that there is need to place priority on women's education since it is the bedrock of nation building.

Key words: Social, Women's Participation, Administrative, Leadership, Public, Private, Universities

Introduction

Leadership is the capacity to influence others through inspiration motivated by passion, ability or to guide and to others without force into a decision. Yukl (2008) defined leadership as the behaviour of an individual that direct activities of a group toward a shared goal. Leadership is also explained as influential role over and above mechanical compliance with the routine directives of the organization. Leadership can be expressed as the process of influencing the activities of group of individuals toward achievement of organizational goals. As a concept, it is an act of articulating visions, embodying values, and creating an environment within which the vision and mission of the organisation can be accomplished. It can also be equated as a process meaningful direction to collective efforts and creating efforts to be expended willingly to achieve some prescribed purposes. This implies that it is the ability of individuals

to step outside the culture, initiate and manage evolutionary changes by influencing, motivating, and enabling committed followers to contribute toward the effectiveness and success of the organization.

Mbiti (2007) posits that leadership has to do with the execution of policies and decisions which help to direct the activities of an organization towards the achievement of its specified aims. Leadership is also seen as the process whereby one person influences others to do something of their own volition, neither because it is required nor because of the fear of consequences of non-compliance (Okumbe, 2003). At the core of most definitions of leadership are two functions: providing direction and exercising influence. Each of these functions can be carried out in different ways and such differences distinguish many models of leadership from one another.

It is a common belief that behind every successful man, there is a woman. Over the years, there has been raging

debates among diverse people over the participation or desire of women in leadership positions. Some argue that women are regarded as weaker sex owing to social values, norms and beliefs, which have placed them in a subordinate position to men in nation's political system. This 'sexual division of labour' in the political system is often traced to the onset of colonialism in Nigeria.

The quest for the girl-child education has been encouraged and prioritized by the Nigerian Government and its institutions over the years. The results of the girl-child education have been very encouraging. Unlike in the past when the girl-child was treated as a breed for a future husband, today, both men and women get educated in all fields of our national endeavours. The Nigerian state has records of women who have excelled in their various disciplines and national development. It is widely known and accepted that women constitute a powerful force for leadership role in Nigeria (Ugbogu, 2016; Lawrence, 2010).

It is observed that Nigeria

as a strong patriarchal society, where the male members of the society are seen and believed to be better than the females, women are subjugated, seen and treated as subordinates to their male counterparts. Females are therefore sandwiched and

buffeted between the patriarchal control of the males in the community and cultural demands that restrict them to the kitchen and the bedroom. The roles they are expected to perform in these areas are highly demanding and time-consuming that those who find themselves in positions of leadership in a place of work have to put in more effort in enhancing the organisational roles.

Cornwell (2005) reported that women are still treated in many African contexts as second class citizens; denied rights to land and inheritance; play the second fiddle and subjected to preferential basis on which men's entitlements are regarded by legislative, customary and statutory institutions. Women treated in this way cannot have self-esteem yet we have some women in leadership positions that seem to be performing very well.

In the same vein, the 2014 Gender Equality in Public Administration (GEPA) of the

United Nations Development Programme, as cited by Lateef (2014), states that the leadership in the public sector, which universities in Nigeria belong, has a long way to go in terms of achieving gender parity. Although the female gender is making inroads into the administrative leadership, the women are still vastly outnumbered by their male counterparts. About 15% of the women in public service occupy decision-making positions.

In Nigeria, females are regarded as inferior to men. Most especially in the Muslim dominated regions. Hence, they are denied access to both honoured and utilitarian role open only to the males. Such roles as administration and disposal of property, leadership in societal affairs including religion and governance are exclusively meant for their male counterparts. Even the right of choice in respect to entry to marital partners is denied to women. While it is known that such discriminatory practices exist in this country, their prevalence and cultural value systems and norms that perpetuate

them are not adequately understood. Sustainable and all-around developments of a society cannot be brought about without the full and unreserved participation of both men and women in the development process, and such a balanced development should also call for the elimination of all forms of discrimination, and the protection against all forms of violence against women.

In the tertiary institutions across the country, a large number of women are engaged in the teaching and non-teaching duties. There are large numbers of women who are professors, many have also served as Registrars, Bursars, and University Librarians. These are enviable positions regarded as principal officers, and the officers constitute the management of each

tertiary institutions in Nigeria. That the women in the Nigerian University are doing well cannot be gainsaid. A close observation of the occupants of leadership positions in the Nigerian institutions shows that men occupy most of the leadership positions while women, who are medically fit, educationally sound and have made remarkable

achievements in their careers are less interested in vying for the administrative positions in the tertiary institutions.

In any typical Nigerian University, the organization structure is the same and practiced as inherited from the colonial master, Britain. Each University has the Visitor, who is also referred to as the proprietor of the university. The next in rank is the Chancellor who is an appointee of the Visitor. The Chancellor presides and confers awards of degrees, diplomas and certificates on deserving graduands at convocation ceremonies.

Following the Chancellor, who most of the times is usually a monarch, is the Pro-Chancellor and Chairman of Council. He presides over the University Governing Council and also an appointee of the Visitor. The Visitor also appoints members on the University Governing Council. These council members are popularly called "External Members of Council". The other members of council comprise of the Vice Chancellor, Deputy Vice-Chancellor(s), four members representing the Senate, two members representing the

Congregation, one member representing the Alumni and the Registrar, who is the Secretary to the Council.

While it is worthy of note that appointment of the Chancellor, Pro-Chancellor and Chairman of Council and external members of Council are at the prerogative of the Visitor, the other positions are filled by elections except the positions of Vice Chancellor and Registrar. Findings show that seven Senate members indicated interest and sought votes, for election as members of Council of the Federal University Technology, Akure in 2017. Of all the seven candidates, only one was female. She lost the election to the men. The issue that called for concern is that, there are plenty qualified female members of Senate to represent the organ on the University Council. It behooves on reasonable minds to ask why the women are not forthcoming, when it pertains to manning administrative positions in universities. Hughes, Ginnett, &Curphy (2009) asserted that women are vital to national development but as a result of the

negative attitude of the society about them, they have been described as the forgotten 50% of the population, the neglected human resource for development or the forgotten factor in economic development.

As earlier stated, the principal officers in each university consist of the Vice Chancellor, Deputy Vice-Chancellor(s), Registrar, Bursar and University Librarian. They constitute the management of the University and direct the day-to-day administration of affairs geared towards achieving the objectives of the University. Of all the positions, it is the post of the Deputy Vice-Chancellor that is occupied via election by Senate and confirmation by the Pro-Chancellor and Chairman of Council. All the other positions are by the indication of interest via applications, shortlisting and formal interactions before appointment by the Governing Council.

Moreover, at the level of Schools/Faculties, the Dean is the head and the appointment is by election by the Board of Studies or Faculty Board as the case may

be. A close observation of the present Deans of Faculties at Adekunle Ajasin University, Akungba-Akoko shows that, of all the six Deans of Faculties in the University, only one is a female while the University has qualified and erudite female professors that eminently qualified to serve as Deans. In the case of the Federal University of Technology, Akure, all the nine Deans are men.

Promoting women participation in all spheres of national life have been globally accepted as a development strategy that will not only reduce poverty level of women but also serve as a means of eradicating harmful practices against their interest. However, Cornwell (2005) noted that several factors such as traditions, values, customs, sexual stereotyping of social roles have always militated against the full participation of women in their workplace. Although the Nigerian constitution provides all citizens with the right to show interest in leadership positions, the participation of women, especially in terms of vying for

leadership positions have been minimal in Nigeria. This might not be unconnected with the patriarchal culture which significantly aids gender discrimination against women at work.

However, Cornwell (2005) noted that several factors such as traditions, values, customs, sexual stereotyping of social roles have always militated against the full participation of women in administrative leadership in their workplace. The researchers therefore, set out to find out the social factors that could influence women's participation in administrative leadership in public and private universities in Ondo State. Specifically, the study examined the:

- i. influence of religion on level of women's participation in administrative leadership in Universities in Ondo State; influence of educational status on level of women's participation in administrative leadership in Universities;
- ii. influence of marital status

- on level of women's participation in administrative leadership in Universities;
- iii. influence of household size on level of women's participation in administrative leadership Universities; and
- iv. difference between women's participation in administrative leadership in private and public universities in Ondo State

Research Hypotheses

The following research hypotheses are raised for this study

- 1) Religion will not significantly influence the level of women's participation in administrative leadership in universities in Ondo State.
- 2) Educational status will not significantly influence the level of women's participation in administrative leadership in universities in Ondo State.

State.

- 3) Marital status will not significantly influence the level of women's participation in administrative leadership in universities in Ondo State.
- 4) Household Size will not significantly influence the level of women's participation in administrative leadership universities in Ondo State.
- 5) There is no significant difference between women's participation in administrative leadership in private and public universities in Ondo State.

Methods

Research Design

The descriptive research design of the survey type was adopted in the study. The design was considered appropriate because this approach allows information to be obtained from a representative sample of the population in the actual situation as they exist. A survey research studies a small sample from a large population from where inferences would be draw

about the characteristics of the defined population. Therefore, the survey research provides conceptual and methodological design for investigating the problem of the study.

Population

The population consisted of all women in academic and administrative cadre in private and public universities in Ondo State.

Sample and Sampling Technique

The sample for this study consisted of 150 women in academic and administrative cadres in private and public universities in Ondo State. The sample was selected through multi-stage sampling procedure. In stage one, four universities which comprised of two public universities and two private universities were selected from all the universities in Ondo State using stratified random sampling technique. In stage two, fifty women were selected from each of the public universities while twenty-five women were selected from each of the private universities using stratified random sampling technique so as

to capture women in academic and administrative cadre.

Research Instrument

An instrument titled “Women’s Participation in Administrative Leadership Questionnaire (WPALQ)” was used to collect relevant data for this study. The WPALQ consisted of two sections namely A and B. Section A sought information on demographic data of the respondents which include type of university, status, religion, educational status, marital status and household size. Section B consisted of 20 items which sought for information on level of women’s participation in administrative leadership in Universities. A four-point rating scale response options provided for the respondents to choose from are: Strongly Agreed (SA), Agreed (A), Disagreed (D) and Strongly Disagreed (SD).

Validity of the Instrument

The face and content Product Moment Correlation statistics which yielded a coefficient of 0.83 which was considered high enough to make

validity were ascertained by giving the designed questionnaire to experts of Tests and Measurement for vetting before distributing to the respondents. To ensure face validity of the instrument, the experts helped to determine the face value of the appropriateness of the instrument. To ensure content validity, the experts checked the items and ascertain that the items represent the factors specified in the research questions. In so doing, all irrelevances and ambiguous items were eliminated.

Reliability of the Instrument

The reliability of the instrument was determined through the test-retest method. A trial test was carried out outside the sampled area. The instrument was administered on twenty respondents, within a period of two weeks the instrument was re-administered on the same set of respondents. The data collected on the two tests were correlated using Pearson’s the instrument reliable.

Administration of the Instrument

The researchers personally administered the

instrument in each of the institutions sampled in the study. The researchers were responsible for the administration and collection of the instrument from the respondents.

Data Analysis

Inferential statistics such as two-way Analysis of Variance

(ANOVA) and t-test were used to test the research hypotheses. Hypotheses 1 – 4 were tested using two-way Analysis of Variance (ANOVA) while hypothesis 5 was tested using t-test analysis. All hypotheses were tested at $\alpha = 0.05$ level of significance.

Results

Hypothesis 1: Religion will not significantly influence the level of women's participation in administrative leadership in universities in Ondo State

Table 1: Two-way Analysis of Variance (ANOVA) on influence of religion and level of women's participation in administrative leadership

Source	Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	8689.896 ^a	5	1737.979	277.477	.000
Intercept	252784.673	1	252784.673	40358.389	.000
Religion	1.464	1	1.464	.234	.630
Level of Participation	5546.983	2	2773.492	442.802	.000
Religion * Level of Participation	8.919	2	4.460	.712	.492
Error	901.944	144	6.263		
Total	432852.000	150			
Corrected Total	9591.840	149			

a. R Squared = .906 (Adjusted R Squared = .903)

Table 1 shows that the F-cal value of 0.712 is not significant because the P value (0.492) is greater than 0.05 at 0.05 level of significance. This implies that the null hypothesis was rejected. Hence, religion has no significant influence on the level of women's participation in

administrative leadership in universities in Ondo State.

Hypothesis 2: Educational Status will not significantly influence the level of women's participation in administrative leadership in universities in Ondo State.

Table 2: Two-way Analysis of Variance (ANOVA) on influence of educational status on level of women's participation in administrative leadership

Source	Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	8774.413 ^a	8	1096.802	189.190	.000
Intercept	242889.864	1	242889.864	41896.673	.000
Educational Status	75.362	3	25.121	4.333	.006
Level of Participation	2583.296	2	1291.648	222.800	.000
Educational Status * Level of Participation	211.182	3	70.394	12.143	.000
Error	817.427	141	5.797		
Total	433052.000	150			
Corrected Total	9791.840	149			

a. R Squared = .915 (Adjusted R Squared = .910)

Result in Table 2 revealed that the F-cal value of 12.143 is significant because the P value (0.000) is less than 0.05 at 0.05 level of significance. This implies that the null hypothesis was rejected in order to determine the level of administrative leadership in Universities, the graphical is presented in Figure (i). Hence, educational status significantly influenced

level of women's participation in administrative leadership in universities in Ondo State. In order to authenticate the educational status interactive influence on women's participation in administrative leadership in Universities, graphical representation is required and presented below.

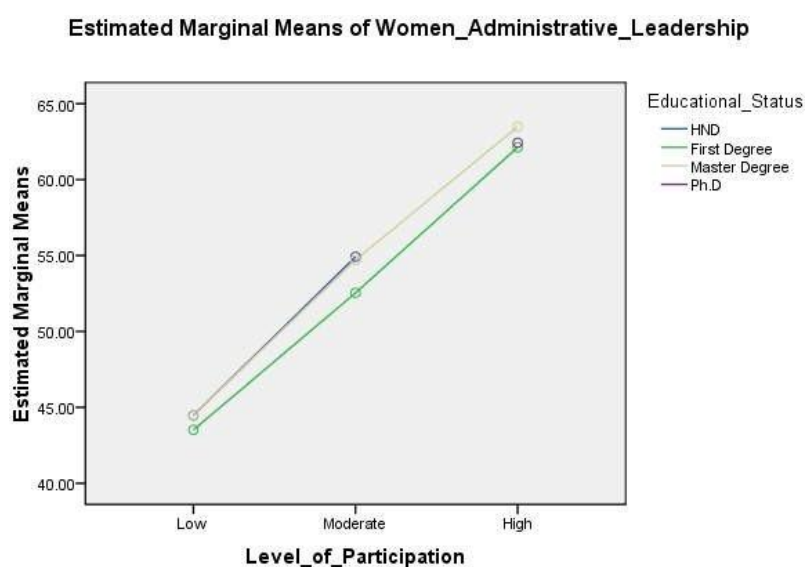


Figure i: Interactive influence of educational status on women's participation in administrative leadership in universities in Ondo State.

Hypothesis 3: Marital status will not significantly influence the level of women's participation in administrative leadership in universities in Ondo State.

Table 3: Two-way Analysis of Variance (ANOVA) for influence of marital status on level of women's participation in administrative leadership

Source	Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	8720.836 ^a	10	872.084	139.172	.000
Intercept	122158.545	1	122158.545	19494.776	.000
Marital Status	18.372	3	6.124	.977	.405
Level of Participation	2446.095	2	1223.047	195.181	.000
Marital Status * Level of Participation	30.138	5	6.028	.962	.443
Error	871.004	139	6.266		
Total	432852.000	150			
Corrected Total	9591.840	149			

a. R Squared = .909 (Adjusted R Squared = .903)

Table 3 shows that the F-cal value of 0.962 is not significant because the P value (0.443) is greater than 0.05 at 0.05 level of significance. This implies that the null hypothesis is not rejected. Hence, marital status has no significant influence on the level of women's participation in

administrative leadership in universities in Ondo State.

Hypothesis 4: Household size will not significantly influence the level of women's participation in administrative leadership universities in Ondo State.

Table 4: Two-way Analysis of Variance (ANOVA) for influence of household size on level of women's participation in administrative leadership

Source	Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	8804.880 ^a	8	1100.610	197.197	.000
Intercept	233381.957	1	233381.957	41815.143	.000
Household size	4.269	2	2.135	.382	.683
Level of Participation	3345.560	2	1672.780	299.713	.000
Household size * Level of Participation	121.003	4	30.251	5.420	.002
Error	786.960	141	5.581		
Total	432852.000	150			
Corrected Total	9591.840	149			

a. R Squared = .918 (Adjusted R Squared = .913)

Result in Table 4 revealed that the F-cal value of 5.420 is significant because the P value (0.002) is less than 0.05 at 0.05 level of significance. This implies that the null hypothesis is rejected. Hence, household size significantly influenced the level of women's participation in

administrative leadership in universities in Ondo State. In other to authenticate the household size interactive influence on women's participation in administrative leadership in universities, graphical representation is required and presented below

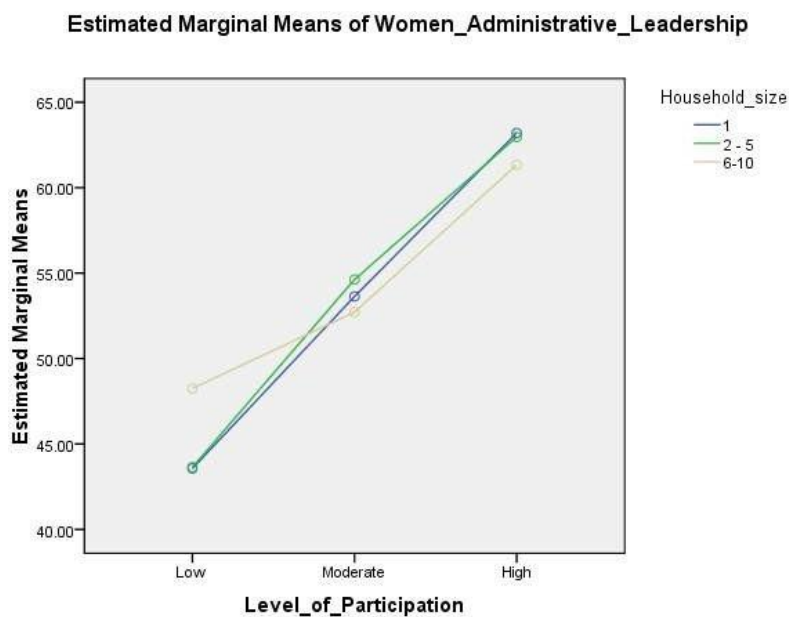


Figure ii: Interactive influence of household size on women's participation in administrative leadership in Universities

Hypothesis 5: There is no significant difference between women's participation in administrative leadership in private and public universities in Ondo State

Table 5: t-test analysis for women's participation in administrative leadership in private and public universities

Variations	N	Mean	SD	df	t-cal	t-tab
Private Universities	50	52.04	8.01	148	1.167	1.96
Public Universities	100	53.66	8.02			

P>0.05

Table 5 shows that the t-cal value of 1.167 is less than t-tab value of 1.96 at 0.05 level of significant, this implies that the null hypothesis is not rejected at $\alpha = 0.05$. Hence, there is no significant difference

between women's participation in administrative leadership in private and public universities in Ondo State

Discussion

The study revealed that religion has no significant influence on the level of women's participation in administrative leadership in universities in Ondo State. The probable reason for this finding might be due to almost the same religious beliefs, that the major religions considered in this study, shared about women and leadership positions. Ondo State is dominated by the Christianity religion. Trailing after is the Islamic religion. The fact that religion has no significant influence whatsoever on women participation in leadership positions in universities in the State is an indication that both religions, especially, Islam preaches women emancipation unlike what obtains in some other Islamic dominated states in the country and across the globe. The findings of this study on religion contradicted the submission of with Anifowose (2004), Ugbogu (2016) and Osalusi&Ajibefun (2017) who concluded that religion has a very strong influence on women's participation in leadership positions.

The study however revealed that educational status significantly influenced the level of women's participation in administrative leadership in the universities in the State. The probable reason for this finding is the important role of education in any society as education is said to be a vehicle that breaks the shackles of poverty

thereby leading to transformation, development and progress. This finding is in consonance with Ikoni (2009) and Osalusi&Ajibefun(2017) who also found out that the level of education has impact on women's attitude toward participation in leadership role.

The study also revealed that marital status has no significant influence on the level of women's participation in administrative leadership positions in universities in Ondo state. The probable reason for this finding might be because their roles as mothers and wives have been culturally influenced and predetermined. This finding contradicted Momoh (2008) who reported that there is a significant relationship between marital status and attitude towards participation in leadership positions.

The study further revealed that household size significantly influenced the level of women's participation in administrative leadership universities in Ondo State. This finding is in line with Ugbogu (2016) who concluded that as the household size increases, the females tend to be more preoccupied with household activities required by other members of the household. This becomes more intensive and negatively influenced the level of women's participation in administrative leadership. Conclusively, the study revealed that there is no significant

difference between women's participation in administrative leadership in private and public universities in Ondo State.

This result agrees with the findings of Igiebor and Ogbogu (2016) that women in leadership positions in university administration are faced with prejudice attitudes from their male and also their female counterparts. The need to also ensure balance in their family affairs and their career is also a factor to reckon with. Dealing with the male staff and the societal culture and beliefs on the superiority of men over women, also contribute to the challenges facing women in administrative leadership positions in the universities. Some of the women also experience emotional trauma and stress which also affect their participation in administrative position in the universities.

Conclusion

Based on the findings of this study, it can be concluded that educational status of women and their household size influenced women's participation in administrative leadership while religion and marital status had no influence on women's participation in administrative leadership in public and private universities in Ondo State. It also concluded that women's participation in administrative leadership in public and private universities in Ondo State do not differ.

Recommendations

Based on the findings of the study, the following recommendations were made.

- 1) Priority should be placed on women's education since it is the bedrock of any nation building.
- 2) The men should consider ceding administrative leadership positions to the women so that the women can vie for administrative leadership positions
- 3) Women should not be left alone with the burdens of their households as this will definitely bring relief and create interest in vying for administrative leadership positions in the universities.
- 4) Employers should give same opportunities given men to women in all strata of the universities as this will further boost the interests of women's participation in administrative leadership positions.
- 5) Religion leaders should also continue to encourage their female members to develop interest in taking administrative leadership positions in the society.

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