

GENDER ROLE IMPLICATIONS ON WOMEN BEAURUCRATS CAREER PROGRESSION IN NIGERIA: AN ANALYSIS IN 2017

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Abstract

In general, societal prejudice tends to limit the scope of women's career choice and progression on the job. As such many women tend carefully follow the traditional expected pattern of acquiring sufficient basic and general education to be able to relate with their educated husbands, brother children and obtain employment compatible with their qualification, roles as tagged by the society. While it's been noted that Nigerian women are willing acquire knowledge to participate and desired to be involved responsively in public administration. Hence, the study focused on the conflict in multiple roles of women which directly or indirectly hinders their career progression in the Nigerian civil service, and aims at identifying the implications of women gender roles on career progression of women bureaucrats in Nigeria. The research design suitable for this study is exploratory and descriptive.

Therefore this study concluded that gender roles as taught by the society have a great impact on women in general, in their various stages of life, from being a girl child in the family, amidst peers, school associations and relationships to adolescent, and then living a full life as a woman, a mother and as a career woman. For this research work, women bureaucrats are the focus, their experiences and challenges on their job from recruitment, training and staff development, promotion, their rise to the peak of their career and the reduction in the number of women as they reach the peak or top of their career.

Hence, the study recommends that formal and informal education on gender role differences taught by society, family, schools and religious homes cannot be completely eliminated, but have to be redirected towards achieving a bias free generation of younger Nigerians, and Government to mandate both Federal and State Civil Service Commissions to gather and analyse data on the population of women bureaucrats presently occupying top positions at all levels of government MDAs purposely to checkmate the proposed percentage of women required.

Introduction

In general, societal prejudice tends to limit the scope of women's career choice and progression on the job. As such many women tend carefully follow the traditional expected

pattern of acquiring sufficient basic and general education to be able to relate with their educated husbands, bring up their children and obtain employment compatible with their qualification, roles as tagged by the society. Since the 1970s, global attention has been drawn towards women's rights and a review of the societal position on subordination of women to men in all spheres of life. The international sensitization and the adoption of global instruments such as the 1979 Convention of the elimination of all forms of discrimination against women has served the useful purpose of sensitizing national governments to the plight of women and the contributions which they can make to the development of their societies. This scenario has served as a source of motivation to various governments to enact affirmative policies to enhance the status of women in public administration.

Globally women generally were active participants in the making of the histories of their societies. For instance in Nigeria before independence in 1960, history had it that women were also stakeholders in the society and that during the colonial era women's involvement and participation were felt in their contribution to politics and development, particularly in designs, trade, market development and in the agitation for national independence. During the agitation and achievement of independence, it was noted that Nigerian women were willing to participate and desired to be involved responsively in public administration. However, five years after independence, only 6.9 per cent of the salaried workforce was female; by 1970, 8.7 per cent of the total numbers of established staff in the Federal Civil Service were women. In 1980, the percentage of women had risen to 12.6 per cent, between 1988 and 1991 out of the total number of 4,243 top managers in the Federal Civil Service, 3,763 or 88% were men while women were 480 or 11.35% Olojede, (1996,) in Ekundayo (2012). Between 1979 and 1983, only two women were appointed Federal ministers; they were Chief (Mrs) Janet Akinrinade who was Minister for Internal Affairs and Mrs Adenike Egun Oyagbola, Minister for National Planning. Mrs Francesca Yetunde

Emmanuel was the only female Permanent Secretary (first in the Federal Ministry of Establishment and later Federal Ministry of Health).

Hence a list of barriers were listed as hindering women career progression in the practice of Public Administration. Findings identified barriers hindering women's access to top public administrative positions as include societal prejudice, corporate culture and multiple responsibilities of women, absence of child-care facilities for employed women in their organisations and lack of networking amongst women top managers. This paper seeks to focus on the conflict in multiple roles of women which directly or indirectly hinders their career progression in the Nigerian civil service.

Methodology

This study is quantitative in nature, in which various information has being sourced from both secondary and primary sources. The secondary data was obtained from text books, published and unpublished documents such as journal, websites and previous projects. While the primary source was gotten from questionnaire administered.

Career Progression

The sequence and advancement of interaction of individuals with society, education and organisations throughout their independent lifespan. Also Career progression is the lifelong process of managing advancement in learning and work.

Women Bureaucrats: Challenges and Barriers

Compared to their male counterparts, women are underrepresented in top management positions all over the world (Tai, Sims, and Randi, 2005). Listed below are some of the attendant reasons for the ugly trend:

- (i) Conflict in multiple roles of women was also identified as a factor militating against advancement of women to top public administrative positions. It was found out that the multiple roles of women as caretakers of homes and office workers tend to divide women's attention in different directions with negative consequences on performance at work and promotion.
- (ii) Absence of child-care facilities for women employees was also discovered to be significant barrier to women's employment and upward mobility in public administrative positions. Many women who would have opted for formal employment could not do so because they could not leave behind their young children at home. Those who managed to get employed could not avail themselves of opportunities to take care of their children while at work. Many women have to take their children to day care centres and schools often remote from their workplace. In addition, the attention while at work is also directed at their homes. This has often resulted in high rate of absenteeism as well as low productivity among women employees. Unfortunately, this observed behaviour of some women at work has often been interrupted used by men as inability of women to perform assigned jobs.
- (iii) Traditional Beliefs: customs, and cultural environment have indeed marginalized women from being active participants in the civil service, which is why the clamour and struggle have always been on to ensure gender equality in the Nigerian civil service as the position of women vis-à-vis their male counterparts has been dismally disproportionate. Ako-Nai. (2009).
- (iv) Education: Prior to learning (education) being opened up for women, the impression that prevailed was that though women were clamouring to be employed, promoted and appointed into positions, they lacked the right qualifications to get into the office and lead, which in turn means that lack of formal educational qualification has been a strong visible barrier to female involvement in the formal sector. It has an adverse impact in the life chances, particularly in the sphere of employment, promotion, and access to top management offices. According to the population Reference Bureau in 1981, only 6% of adult Nigerian women were literate. By 1979, 72.9% of urban girls and 80.08% of rural girls were not attending school. University admission figures also reflected a low percentage of female entries. But in the present society with more women gaining higher education, more women are therefore expected to be in

leadership and top positions. The question to be asked is, has the situation really changed?

- (v) **Nepotism:** According to the 2006 National Census, Nigeria has a population of about 150 million and over 50% of this constitutes the womenfolk. The Federal Office of Statistics (2006) reports also that 70% of these women reside and work in rural areas, meaning that less than 30% of the overall working population of women are gainfully employed (civil servants) in the government ministries, agencies and parastatals (civil service) which could be either at the state or federal level. The right to employment and promotion without discrimination raises issues. The problem of employers ignoring gender equality laws pervades countries transitioning to market economies.
- (vi) **Policy Formulation and Implementation:** In spite of the various commitments made by government since independence, including the signing of various international treaties to empower women, in reality very little has happened. It is worth mentioning that the Ministry of Women affairs was established at the federal and replicated at the state levels for the implementation of the policies and suggestions globally on women's representation and equal access in all spheres of the society, but overall it has been quite difficult to sustain and maintain these policies. Although tiny changes in the status of women as being added to the top echelons of governmental administration made it seem that there is progress but the process of the involvement of women in the Nigerian civil service is rather slow.
- (vii) **Economy:** Economic deliberations on employment, sociological presentations of the family, and formulations of social policy accepted gendered divisions of power as natural. The absence of women from senior positions of political power only confirmed the marginal position of female, tiny changes in the status of women as being added to the top echelons of governmental administration made it seem that there is progress in the involvement of women in the Nigerian civil service (Economic Commission for Africa ECA 2005). Economic system never acknowledges or qualified the unpaid workwomen, studies often involved a sense of voyeurism, assumptions about the desirability of women being sequestered, or an interest in exotic customs and fantasy scenarios of female submission a rash development, including the emergence of women directed research centres that

began to take shape as if it makes up for lost time. (Economic Commission for Africa 2005).

Analysis of findings

Research question: what are the implications of women gender roles on career progression of women bureaucrats in Nigeria?

Gender Roles and Career Progression	N	D (%)	SD (%)	A (%)	SA (%)	Mean	Std. Dev
I would like to hold a higher position in the near future	180	2 (1.1)	2 (1.1)	68 (37.8)	108 (60)	3.2942	1.21520
As a man/woman I have greater advantage for top service positions	180	6 (3.3)	10 (5.6)	42 (23.3)	122 (67.8)	3.5512	1.49312
My education already prepares me for top civil service position	180	12 (6.7)	2 (1.1)	78 (43.3)	88 (48.9)	3.0372	1.20961
My training and experience on the job already prepare me for appointment to top civil service positions	180	16 (8.9)	6 (3.3)	60 (33.3)	98 (54.4)	3.7933	1.34112
Men are better suited to the demands of top civil service positions	180	42 (23.3)	40 (22.2)	36 (20)	60 (33.3)	2.1844	1.27017
Men are better decision makers in top civil service positions	180	54 (30)	22 (12.2)	52 (28.9)	52 (28.9)	3.1899	1.21758
Women with family responsibilities cannot cope with top civil service positions	180	42 (23.3)	70 (38.9)	36 (20)	32 (17.8)	1.1639	1.30125
Supervisors/ Heads of units prefer to recommend men to top civil service positions	180	56 (31.1)	46 (25.6)	30 (16.7)	48 (26.6)	2.7765	1.01222
Women are efficient and effective managers in top civil service positions	180	38 (21.1)	34 (18.9)	62 (34.4)	46 (25.5)	3.4451	1.25679
My educational qualification will make me rise faster on my job	180	2 (1.1)	2 (1.1)	70 (38.9)	106 (58.9)	3.9758	1.08129
More female bureaucrats are at the lower	180	34	92	42	12	2.5102	1.20648

levels of civil service compared to men		(18.9)	(51.1)	(23.3)	(6.7)		
There are more male bureaucrats at the higher positions compared to women	180	16 (8.9)	34 (18.9)	72 (40)	58 (32.2)	3.3184	1.19119

Table Source: Field Survey 2017 by researcher.

The civil service is the organ of government that is responsible for the implementation of government policies. Looking at the implications of the women’s gender roles on the experiences of women in the Nigeria Civil Service, the above table investigates what are the implications of the combine experiences of women for the Nigeria Civil Service? The findings suggest that a larger proportion of respondents agree and some do not agree with the research question on the implications of the combined roles of women for their career progression in the Nigeria Civil Service. The value of each question findings are as follows; Questions on I would like to hold a higher position in the near future, results indicate that 2(1.1%) disagree, 2 (1.1%) strongly disagree, while on the other hand, 68 (37.8%) agree and 108 (60%) strongly agree. The result shows that respondents would like to hold a higher position in the near future with a mean score of 3.2942 and standard deviation of 1.21520 signifying a positive result.

For respondents view on the question as a woman I have greater advantage for top service positions, result indicate that 6(3.3%) disagree, 10 (5.6%) strongly disagree, while on the other hand, 42 (23.3%) agree and 122 (67.8%) strongly agree. The result shows that both gender have greater advantage for top service positions with a mean score of 3.5512 and standard deviation of 1.49312 signifying a positive result.

For respondents view on the question my education already prepare me for top civil service position, result indicate that 12 (6.7%) disagree, 2 (1.1%) strongly disagree, while on the other hand, 78 (43.3%) agree and 88 (48.9%) strongly agree. The result shows that on average, respondent participate in training and development programmes at least once every year with a mean score of 3.0372 on average and standard deviation of 1.20961 signifying an average result.

Questions relating to respondents perception about their training and experience on the job already prepares them for appointment to top civil service positions, results indicate that 16 (8.9%) disagree, 6 (3.3%) strongly disagree, while on the other hand, 60 (33.3%) agree and 98 (54.4%) strongly agree. The result shows that respondents support that training and

experience on the job already prepares them for appointment to top civil service positions with a mean score of 3.7933 and standard deviation of 1.34112 signifying a positive result.

For respondents view on Men are better suited to the demands of top civil service positions, results indicate that 42 (23.3%) disagree, 40 (22.2%) strongly disagree, while on the other hand, 36 (20%) agree and 60 (33.3%) strongly agree. The result shows that Men are better suited to the demands of top civil service positions with a mean score of 2.1844 and standard deviation of 1.27017 signifying a positive result.

Questions relating to respondents on Men been better decision makers in top civil service positions, results indicate that 54 (30%) disagree, 22 (12.2%) strongly disagree, while on the other hand, 52 (28.9%) agree and 52 (28.9%) strongly agree. The result shows that Men are better decision makers in top civil service positions with a mean score of 3.1899 and standard deviation of 1.21758 signifying a positive result.

On the opinion of the respondents about Women with family responsibilities cannot cope with top civil service positions, results indicate that 42 (23.3%) disagree, 70 (38.9%) strongly disagree, while on the other hand, 36 (20%) agree and 32 (17.8%) strongly agree. The result shows that on the average Women with family responsibilities cannot cope with top civil service positions and some do not agree with a mean score of 1.1639 and standard deviation of 1.30125 signifying an average result.

Questions relating to respondents perception about Supervisors/ Heads of units prefer to recommend men to top civil service positions, results indicate that 56 (31.1%) disagree, 46 (25.6%) strongly disagree, while on the other hand, 30 (16.7%) agree and 48 (26.6%) strongly agree. The result shows that on the average Supervisors/ Heads of units prefer to recommend men to top civil service positions with a mean score of 2.7765 and standard deviation of 1.01222 signifying an average result.

For respondents view on Women are efficient and effective managers in top civil service positions, results indicate that 38 (21.1%) disagree, 34 (18.9%) strongly disagree, while on the other hand, 62 (34.4%) agree and 46 (25.5%) strongly agree. The result shows that Women are efficient and effective managers in top civil service positions with a mean score of 3.4451 and standard deviation of 1.25679 signifying a positive result.

For respondents view on my educational qualification will make me rise faster on my job, results indicate that 2 (1.1%) disagree, 2 (1.1%) strongly disagree, while on the other hand,

70 (38.9%) agree and 106 (58.9%) strongly agree. The result shows that my educational qualification will help rise faster on my job with a mean score of 3.9758 and standard deviation of 1.08129 signifying a positive result.

The result showed a significant relationship between the implications of the multiple gender roles of women in the Nigeria Civil Service.

Interview response: one interviewee said “it makes me work harder, because no one must trample on me”.

Another interviewee: “It makes us all to see ourselves as one, we are all men”. (The end result is for women to take care of themselves because it usually tell on their health).

“We sincerely want more policies and programmes that will make work favourable to the females”

From another respondent: “Women in civil service today are aspirants, and are ready for all the challenge that their male counterparts pose at them”.

However, some interviewee has this to say:

“Majority of the women not ready to take risk, women handling their work with levity and Women are not proving that they are competent”.

“Gender roles taught from childhood both in the family and society requires review today. It has to some extent damage the womanhood”.

“Women today are still not independent in many ways: financially, emotionally” e.t.c.

“Although there are more women in politics today but in civil service especially at the top it is not so”.

The implications of the gender roles has two sides, it is both positive and negative. The unpalatable part is still a cankerworm that has eaten deep into the pattern of living of women in general.

Research hypothesis: Gender roles have no significant implication on women bureaucrats' career progression to top position in Nigerian Civil Service.

Table 2 Model Summary of Gender roles

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.889 ^a	.790	.643	.21929	1.887
a. Predictors: (Constant), Gender roles					
b. Dependent Variable: implications on women bureaucrats					

Source: Researcher's Field Survey, 2017

R- Square = 0.790

In the summary Table 4.3.10, the model coefficients as indicated by the R Square value of 0.790 means that there is a relationship between Gender roles and its implications on women bureaucrats is 79%, which means that the multiple female gender roles has a high positive effect on women bureaucrats career progression which is further confirmed with the value of Durbin-Watson= 1.887, R= .889, Adjusted R²= .790, while 21% are influenced by other factors that are not explained in the model.

Table 3 Anova Table of Gender roles

ANOVA ^b						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1060.053	1	265.013	41.4374	.000 ^a
	Residual	25.582	178	.048		
	Total	1085.635	179			
a. Predictors: (Constant), Gender roles						
b. Dependent Variable: implications on women bureaucrats						

Source: Researcher's Analysis of Field Survey, 2017

Anova F-Test

Based on the Table 3, the simultaneous regression coefficient is significant at 5% confidence level. From the Table shows that the F-count 41.4374 with an error rate of 0.000 implies a significant relationship. Then it can be stated that the $\text{sig} < \alpha$ ($0.000 < 0.05$) meaning H_0 rejected and H_1 accepted. This means that there are significant implications of Gender roles on women bureaucrats' career progression.

Summary of Findings

Hence, the implications of gender roles on the person, performance, health, disposition, of the women bureaucrats of today in the Nigerian Civil Service is all inclusive. So much was discovered right from the family, the girl child has been taught to be gentle and accommodate ill behaviour and the challenges posed to her by her brother (s) either senior or junior; she is not to compete or fight for her right but rather report to a higher authority to intervene. The family and society get disappointed whenever she fights back or expresses herself no matter what, and must be able to display these characters as a wife and at work place. These have set the women behind; women now naturally do not want to take risk, or compete with their male counterpart even on job for training and promotion.

Conclusion

The study concludes that gender roles as taught by the society have a great impact on women in general, in their various stages of life, from being a girl child in the family, amidst peers, school associations and relationships to adolescent, and then living a full life as a woman, a mother and as a career woman. Also gender roles have damaged the womanhood, families and lives of innocent children, as young women of today prefer to use what they have to get what they want, like: prostitution, cheating, and connections.

Recommendations

- Formal and informal education on gender role differences taught by society, family, schools and religious homes cannot be completely eliminated, but have to be redirected towards achieving a bias free generation of younger Nigerians.
- Government should mandate both Federal and State Civil Service Commissions to gather and analyse data on the population of women bureaucrats presently

occupying top positions at all levels of government parastatals, agencies, bureaux and ministries, purposely to plan to checkmate the proposed percentage decided by the Nigerian government with a view to increasing the number.

- Government at every level needs to develop an intervention table or body for women who are marginalized on their job.

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