

**FACTORS AFFECTING THE PERFORMANCE OF MOTHERS IN
MANAGERIAL POSITIONS IN IBADAN NORTH LOCAL GOVERNMENT
AREA OF OYO STATE, NIGERIA**

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Abstract

This study examined the factors that affected the performance of mothers in managerial positions in Ibadan North Local Government Area of Oyo State, Nigeria. The study adopted the descriptive survey research design, while the population consisted of 120 female managers out of which 48 were sampled. Research instrument titled "Factors Affecting Performance of Mothers in Managerial Positions Questionnaire" was administered on the samples. The instrument was content, construct and face validated, while its reliability coefficient was established through the test-retest method. The Pearson Product Moment Correlation Coefficient was used to analyze the posited hypotheses at 0.05 level of significance. The findings of the study showed that network affiliation and previous experience were significant factors that affected the performance of mothers in managerial positions. There was no significant relationship between motivation and goals and performance of mothers in managerial positions ($r = 0.234$; $P > 0.05$). The study further found that there was no significant relationship between level of education and performance of mothers in managerial positions in Ibadan North Local Government Area of Oyo State ($r = 0.250$; $P > 0.05$). Additionally, there was a significant relationship between network affiliation and women managers' performance ($r = 0.403$; $P < 0.05$). Finally, there was a significant relationship between previous experience of mothers in managerial positions and their job performance ($r = 0.431$; $P < 0.05$). Based on the above findings, the study recommended that mothers in managerial positions that do not have affiliate with any network

should be encouraged to do so, in order to enhance their performance. Also, yet to be female managers should be encouraged to take their jobs and duty posts serious, so that requisite and important experiences can be gathered by them while on the job.

Introduction

Women from time immemorial either in the Bible, Quran, within the community or even in the household are noted not to be heard, and so, men had assumed the roles of leadership and managers of the households, institutions, organizations and even enterprises, and also rose through the ranks to different managerial positions. Men were saddled with the responsibility of fending for their families, while women were in charge of caring for the children, family and household as a whole. There was, however, a restrictive role that women were expected to play and to this extent, Anker and Hein (1997) affirmed that there is occupational segregation by sex that restricts women's ability to work in a variety of labour markets around the world, which affected their performance as mothers in different positions they found themselves. Still (1993) also exclaimed that women continued to be concentrated in lower levels within organizations and with limited access to management. To this extent therefore, there is the persistence of negative stereotypes of women as managers in the United States culture that explains the fact that women are still under-represented at the executive level of management (Bass and Avoloi, 1994; Davies – Netzley, 1998; Lyness and Thomson, 2000).

Different reasons have been put forward for disparity between men and women in the work place, and this includes natural differences between the sexes, labour market segregation which is driven by human capital and productivity exchanges, customary and legal constraints which deny women access to the world of work, the dominance and power of men (Tong, 1989).

Due to civilization, globalization, democratization, women advocacy for recognition and worldwide clamour for empowerment of women, there is daily increase of women that are gaining gainful employment in different sectors of the economy. This experience exerts additional pressure on the concerned and thus affects the performance of their traditional roles at home as a wife and as a mother within their respective families. In addition, Owen, Scherer,

Sincoff and Cordano (2003) discovered that in the developed countries such as the United States and Canada, not only has the absolute number of women in managerial positions increased substantially but also the percentage of women managers particularly those in the middle level positions has grown. The situation was opposite in developing countries and non- OECD countries where studies on women entrepreneurs are comparatively scarce (Allen and Truman, 1993).

It needs however be added that though women are found in different professions ranging from teaching to secretaryship, law, fashion designing, banking, engineering, telecommunication industry and so on, few of them are in the different managerial positions in Nigeria (Ayeni, 2009). She also said that women managers often find themselves in a double bind situation, and even the successful managerial women face confusion in adapting appropriate behaviours.

There is no reason therefore to doubt the fact that there is significant progress achieved in the advancement of women over the years, despite their increasing movement into occupations, professions and managerial jobs that were previously held only by men. Women's access to education and training continues to improve, providing them with the necessary qualifications to aspire them to top jobs in the financial, educational, service, business organizations. However, there is still the attitudinal and institutional discrimination that bars women from certain jobs and it also hinders their career development up to the managerial positions. It is against this background that this study examined the factors that affected the performance of mothers in managerial positions in Ibadan North Local Government Area of Oyo State.

The study was also set to achieve the following objectives: (a) identify the factors affecting the performance of mothers in managerial positions in Ibadan North Local Government Area of Oyo State, Nigeria, (b) to find out whether motivation and goals will significantly be related to performance of mothers in managerial positions in Ibadan North Local Government Area of Oyo State, (c) to assess whether network affiliation will be significantly related to performance of mothers in managerial positions in Ibadan North Local Government Area of Oyo State. Further, it examined whether high level of education will be associated with the performance of mothers in

managerial positions in Ibadan North Local Government Area of Oyo State. Additionally, it found out if previous experience of mothers in managerial positions will be related to their performance. The problem of this study therefore stems from the fact that women who enter the management positions face many problems. This starts from the conflict that exists between their family role and the office work. However, most women in the managerial level have found it difficult to manage multiple roles as wife, mother and executive of their organizations. This study therefore sought to examine and analyse the factors that affect the performance of mothers in managerial positions in Ibadan North Local Government Area of Oyo State.

Research Question

The following research question was raised to guide this study:

1. What are the factors affecting the performance of mothers in managerial positions in Ibadan North Local Government Area of Oyo State, Nigeria?

Research Hypotheses

The following hypotheses were formulated to guide this study as follows:

- H₀₁: Motivation and goals will not be significantly related with performance of mothers in managerial positions in Ibadan North Local Government Area of Oyo State.
- H₀₂: Network affiliation will not be significantly related with performance of mothers in managerial positions in Ibadan North Local Government Area of Oyo State.
- H₀₃: Level of education will not be significantly related with performance of mothers in managerial positions in Ibadan North Local Government Area of Oyo State.
- H₀₄: Previous experience will not be significantly related with performance of mothers in managerial positions in Ibadan North Local Government Area of Oyo State.

Review of Related Literature

This section is discussed under the following sub-headings:

Studies on Relationship between Motivation, Goals and Women's Job Performance

Psychological motivations such as achievement, independence and locus of control have received important research attention with respect to their influence on business start up (Brockhaus and Horwitz, 1986). But there is less attention that has been paid to their relationship to business performance. The individual motivations and goals have however been found to be related to performance in women-owned businesses (Lerner, Brush and Hisrich, 1997). In the United States, studies have found that "push" and "pull" forces operate together, with women typically being drawn to business ownership through a combination of job frustration and market opportunity motivations (Brush, 1990; Hisrich and Brush, 1984). Additionally, Hisrich and Brush (1987) in their longitudinal study which examined growth in women business owners, five years after opening their businesses, found that while the opportunity motive was related to survival, the independence motive was however related to "no growth". Miskin and Rose (1990) then said women reported lower levels of performance – related self confidence than did males.

Studies on Relationship between Education and Women's Performance

Many studies have shown that formal education of female managers and entrepreneurs before establishing a new firm and while working were related to eventual performance of the firm (Box, White and Barr, 1993; Brush and Hisrich, 1991). Box et al (1993) further found a relationship between higher levels of education and increased performance among women working in manufacturing firms in Oklahoma. However, while testing the effects of education on business ownership and performance, in a longitudinal study, Dolinsky, Caputo, Pasumaty and Quanzi (1993) reported that the levels of staying in and re-entering business increased with higher levels of education. They however argued that less educated women may face financial or human capital constraints which will limit their business pursuits and

performance. Lerner, Brush and Hisrich (1997) however mentioned that women in Israel are generally well educated, compared with women in many developing countries. In summary, a high level of education would be associated with better performance. Brush (1990) however said that women with social sciences and/or arts educational background are discouraged from turning to start up ventures in manufacturing, finance or technology and rather prefer the service sectors as found in the OECD countries.

Studies on Relationship between Previous Experience and Female Managers Performance

The influence of previous experience on the success of female managers businesses has been tested in several studies. Ronstadt (1988) discovered that longer, more successful entrepreneurial careers were a function of earlier career starts and involvement in multiple ventures. Box, White and Barr (1993) found that prior start-ups, years of formal education, years of entrepreneurial experience and years of industrial experience correlate significantly with increase in employment and performance. On the other hand, Miskin and Rose (1990) found that previous experience was not significantly related to performance and profitability in a study of 300 manufacturing firms in Tulsa. Studies have found that many women start businesses and became managers in sectors where they have no experience. Further, forty per cent of women entrepreneurs and managers in a Canadian study reported that they had not worked in a related field before starting their ventures, and this lack of experience in a related field correlated with significantly lower performance and profits among the members of their Sample (Belcourt, Burke and Lee-Gosselin, 1990). On the other way round, Hisrich and Brush (1984) discovered that most of the women managers and entrepreneurs (64%) tended to start businesses in the fields where they had job experience. Furthermore, while examining women managers that established their businesses after five years, Brush and Hisrich (1997) found that the women managers that had previous experience in the field of their ventures had a better opportunity of successfully expanding rather than women managers who did not have experience. The conclusion was that past experience had great influence on women managers performance, their business survival and growth.

Research Methodology

The survey research design was adopted for this study, because there was no attempt at manipulating the variables under this study. Instead, deductions that were statistically backed up were made on the basis of evidence collected. The population for this study consisted of all female managers (120) in Ibadan North Local Government Area of Oyo State. For this study therefore, a manager is defined as a senior officer with a University degree (B.Sc; B.A; or B.Ed) or a Polytechnic(H.N.D) and such officer occupies a position of authority in the organizational hierarchy, categorized as top and middle level managers. The top-level managers are operationally defined as employee at the income bracket of grade level 14 and above in the civil service, while middle managers are defined as those that on grade level 10 – 13. The random sampling technique was employed to select 40% of the study population from 6 departments out of the 14 that were in the LGA. The six departments were: Establishments; Health; Agriculture; Education; Information, Youth, Sports and Culture; and Accounts. In all, 48 female managers were sampled.

The research instrument titled “Factors Affecting Performance of Mothers in Managerial Positions Questionnaire FAPMMPQ” was used for this study, and was divided into six sections ‘A-E’.The content, construct and face validity of the instrument FAPMMPQ were carried out by experts drawn from the Departments of Adult Education, Educational Management and Institute of Education, University of Ibadan. The reliability coefficient of the instrument was established through a test-retest method where the same respondents were used twice. At the interval of two weeks, the instrument was re-administered on the same respondents to ensure the effective establishment of the reliability of the instrument and ensuring that it measured what it was purported to measure. Its reliability coefficient value was 0.64. Questionnaires were administered on the samples personally by the researchers. But, prior to the administration of the instrument, the researchers sought for permission from the personnel manager of the Local Government, who consented to the request and even promised that some junior officers will help with the administration of the instruments. The questionnaires that were retrieved from the samples were analyzed with the use of Pearson Product Moment Correlation Coefficient at 0.05 level of significance.

The descriptive statistics was used to analyse the respondents' biodata and the research question that was asked.

Findings and Discussion

The demographic data of respondents are discussed below, followed by the research question and the research hypotheses:

Table I: Age of Respondents

Age Grouping	Frequency	Percent
20 – 29 years	1	2.0
30 – 39 years	15	31.3
40 – 49 years	24	50.0
50 – 60 years	8	16.7
Total	48	100

Table 1 above showed the age grouping of the respondents in which one respondent fell within the age 20 – 29 years representing 2.0%. For 30 – 39 years, there were 15 respondents (31.3%), while there were 24 respondents in the age group 40 – 49 years representing 50.0%. Age group 50 – 60 years had 8 respondents representing 16.7%.

Table II: Marital Status of Respondents

Marital Status	Frequency	Percent
Single	4	8.3
Married	42	87.5
Widowed	2	4.2
Total	48	100

Table II showed that there were 42 respondents that were married, and represented 87.5%. Four of the respondents were singles (8.3%) while 2 (4.2%) were widowed.

Table III: Religion of the Respondents

Religious Group	Frequency	Percent
Christianity	37	77.1
Islam	10	20.8
Traditional	1	2.1
Total	48	100

Table III above showed the different religious grouping of the respondents in which 77.1 per cent representing thirty seven respondents were Christians, while ten (20.8%) were of the Islamic Faith. There was one traditionalist that represented (2.1%).

Table IV: Ethnic Group of the Respondents

Ethnic Group	Frequency	Percent
Yoruba	44	91.6
Hausa	2	4.2
Igbo	2	4.2
Total	48	100

Table IV showed the ethnic group of the respondents in which Yoruba were 44(91.6%) in number, while Hausa and Igbo were 2 in number, representing 4.2% respectively.

Table V: Educational Qualification of the Respondents

Educational Qualification	Frequency	Percent
B.A./B.Sc./B.Ed.	8	16.7
HND	12	25.0
OND	23	47.9
Others	5	10.4
Total	48	100

The educational qualification of the respondents is represented in table V above. From the table, there were 23 (47.9%) Ordinary National Diploma (OND) holders, while there were 12 Higher National Diploma (HND) holders representing 25.0%. In addition, B.A. /B.Sc./B.Ed. holders

were 8 in number, which represented 16.7%. There are other respondents with other educational qualifications such as M.A./M.Sc. and other professional qualifications which were not listed on the table, and they were five in number representing 10.4%.

Table VI: Respondents Length of Service

Length of Service	Frequency	Percent
1 – 10 years	11	22.9
11 – 20 years	28	58.3
21 – 30 years	9	18.8
Total	48	100

Table VI showed the length of service of the respondents. Eleven of the respondents had served between 1 – 10 years in the service of the local government, and it represented 22.9%. Twenty-eight officers (58.3%) had put in between 11 to 20 years in service, while nine (18.8%) had served the local government for 21 to 30 years.

Table VII: Respondents Salary Grade Level

Salary Grade Level	Frequency	Percent
8 – 10	44	91.6
11 – 13	2	4.2
14 and above	2	4.2
Total	48	100

The salary grade level of the respondents was presented in table VII above. From the table, 44 (91.6%) respondents were on salary grade level 8 – 10, while 2 (4.2%) were on grade level 11 – 13. There were 2 other officers (4.2%) on grade level 14 and above.

Answering of Research Question and Hypotheses

Research Question 1: What are the factors affecting the performance of mothers in managerial positions in Ibadan North Local Government Area of Oyo State, Nigeria?

Table VIII: Factors Affecting Performance of Mothers in Managerial Positions in Ibadan North Local Government Area of Oyo State

Factors	Correlation Coeff.	P Value	Remark
(i) Motivation and goals	.234	.109	Not Sign.
(ii) Network Affiliation	.403	.004	Significant
(iii) Level of Education	.250	.083	Not Sign.
(iv) Previous Experience	.431	.002	Significant

From Table VIII above, network affiliation was found to be significant at affecting the performance of mothers in managerial positions in Ibadan North Local Government Area of Oyo State. Previous experience was also significant as one of the factors that affected the performance of mothers in managerial positions in Ibadan North Local Government Area of Oyo State. But factors such as motivation and goals and level of education were found not to affect the performance of mothers in managerial positions in Ibadan North Local Government Area of Oyo State.

H01: Motivation and goals will not be significantly related to performance

of mothers in managerial positions in Ibadan North Local Government Area of Oyo State.

Table IX: Relationship between Motivation and Goals and Performance of Mothers in Managerial Positions in Ibadan North Local Government Area of Oyo State

Variable	N	X	SD	r	Sig	Remark
Motivation and goals	48	20.75	2.49	0.234	0.109	Not Sig.
Women managers' performance	48	22.92	3.24			

From the table, there was no significant relationship between motivation and goals and women managers' performance ($r = 0.234$; $P > 0.05$) in the local government of consideration. The findings however

showed that both motivation and goals of women managers do not significantly relate with their performance on the job.

H02: Network affiliation will not be significant related to performance of mothers in managerial positions in Ibadan North Local Government Area of Oyo State.

Table X: Relationship between Network Affiliation and Performance of Mothers in Managerial Positions in Ibadan North Local Government Area of Oyo State

Variable	N	X	SD	r	Sig	Remark
Network affiliation	48	21.68	2.52	0.403	0.004	Sig.
Women managers performance	48	22.92	3.24			

The relationship between network affiliation and performance of mothers in managerial positions in Ibadan North Local Government Area of Oyo State is shown in table X above. From the table, it was found that there was a significant relationship between network affiliation and women managers' performance ($r = 0.403$; $P < 0.05$). This however implied that once these women managers belong to some networks, it relates significantly with their performances in their different offices.

H03: Level of education will not be significantly related to performance of mothers in managerial positions in Ibadan North Local Government Area of Oyo State.

Table XI: Relationship between Level of Education and Performance of Mothers in Managerial Positions in Ibadan North Local Government Area of Oyo State

Variable	N	X	SD	r	Sig	Remark
Level of education	48	19.06	2.39	0.250	0.086	Not sig.
Women managers performance	48	22.92	3.24			

Table XI above showed the relationship between level of education and performance of mothers in managerial positions in Ibadan North Local Government Area of Oyo State. From the analysis, it was found that there was no significant relationship between level of education and women managers performance on the job ($r = 0.250$; $p > 0.05$). Though, in the simple sense, it is expected that the level of education must have something doing with the workers performance on their job. Though, research can be funny sometime; and so, this can be ascribed to the finding of this hypothesis that found that there was no significant relationship between the level of education and women managers' performance on the job.

H04: Previous experience will not be significantly related to performance of mothers in managerial positions in Ibadan North Local Government Area of Oyo State.

Table XII: Relationship between Previous Experience and Performance of Mothers in Managerial Positions in Ibadan North Local Government Area of Oyo State

Variable	N	X	SD	r	Sig	Remark
Previous experience	48	25.39	3.17	0.431	0.002	Sig.
Women managers' performance	48	22.92	3.24			

The Table above showed the significant relationship that exists between previous experience and women managers performance ($r = 0.431$; $P < 0.05$). This finding simply implied that past experience of women while on the job helped in their job performance. In fact, this supports an adage that says "experience is the best teacher". It followed that in whatever assignment that women managers are carrying out, their previous experience counts a lot and serves as guide in taking of decisions.

Discussion

Hypothesis one showed that there was no significant relationship between motivation and goals and women managers' job performance ($r = 0.234$; $P > 0.05$) in the local government. This is at variance with

Lerner, Brush and Hisrich (1997) that found that individual motivations and goals are related with performance in women – owned businesses. There was a significant relationship between network affiliation and women managers' performance ($r = 0.403$; $P < 0.05$). Lerner, Brush and Hisrich (1997) said that the presence of networks, such as female/women managers association, gender related entrepreneurial associations, plays a role in influencing performance. So, belonging to network(s) has far reaching positive consequences for performance (Aldrich, 1989). Findings of hypothesis three showed that there was no significant relationship between level of education and women managers performance on the job ($r = 0.250$; $p > 0.05$). This is at variance with the findings of Dolinsky, Caputo, Pasumaty and Quanzi (1993) that found a positive relation and effect between education and business ownership and performance. Less educated women do face financial or human capital constraints which limit their business pursuits and performance. The fourth hypothesis showed a significant relationship that exists between previous experience and women managers performance ($r = 0.431$; $P < 0.05$). This is in line with findings of Box, White and Barr (1993) that says prior start-ups, years of formal education, years of entrepreneurial experience and years of industrial experience correlate significantly with increase in employment and performance. On the other hand, Miskin and Rose (1990) found that previous experience was not significantly related to performance and profitability in a study of 300 manufacturing firms in Tulsa.

Conclusion and Recommendations

This study found that there was no significant relationship between motivation and goals and performance of mothers in managerial positions. Network affiliation and performance of mothers were significantly related, while level of education and performance of mothers in managerial positions were not significantly related. Finally, previous experience and performance of mothers in managerial positions were significantly related. In conclusion, network affiliation and previous experience were found related with performance of mothers in managerial position. Whereas, level of education was found by this research not to be significantly related with women's performance in managerial position. The study then recommended that mothers in managerial positions that do not belong to any network or

not affiliated to any network should be encouraged to do so that their performance on the job will be enhanced. Also, yet to be female managers should be encouraged to take their jobs and duty posts serious, so that requisite and important experiences can be gathered by them while on the job.

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