

**PATRIARCHY AND ITS INFLUENCE ON WOMEN'S  
PARTICIPATION IN PUBLIC ADMINISTRATION IN NIGERIA**

**BY**

**Oluchi favour NWOBIA  
SSC2105835**

**DEPARTMENT OF PUBLIC ADMINISTRATION  
FACULTY OF SOCIAL SCIENCES  
UNIVERSITY OF BENIN  
BENIN CITY**

**OCTOBER, 2025**

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**A RESEARCH PROJECT SUBMITTED TO THE DEPARTMENT  
OF PUBLIC ADMINISTRATION, FACULTY OF SOCIAL  
SCIENCE, UNIVERSITY OF BENIN, BENIN CITY, IN PARTIAL  
FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD  
OF BACHELOR OF SCIENCE (B.Sc) DEGREE IN PUBLIC  
ADMINISTRATION**

**OCTOBER, 2025**

## DECLARATION

I, **Oluchi favour NWOBIA**, do hereby declare that this project is entirely my work and composition. The work embodied in this project has not been submitted in candidature of any degree and is not concurrently being submitted for any other degree. All references made to works of other persons have been duly acknowledged.

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Oluchi favour NWOBIA

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Date

## CERTIFICATION

We certify that this research work was carried out by **Oluchi favour NWOBIA** and it is adequate in scope and quality and is hereby approved for the partial fulfilment of the requirement of the award of the Bachelor of Science (B.Sc) Degree in Public Administration, University of Benin, Benin City.

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**DR. (MRS.) C.K. OMOREDE**  
**(Project Supervisor)**

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**DATE**

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**PROF. A. I. MUSTAPHA, PhD**  
**(Head of Department)**

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**DATE**

## **DEDICATION**

This project is dedicated to God Almighty for his grace, Mercies and by whose divine assistance made it easy for me to accomplish this work

## **ACKNOWLEDGEMENTS**

First and foremost, I give thanks to God almighty for knowledge and his love which by his grace he has shared with me that has aided the completion of this study and the project successfully. With a heart full of gratitude, I wish to extend my deepest appreciation to everyone who has contributed to the successful completion of this project. A journey filled with challenges and growth and would not have been possible without the unwavering support, guidance, and encouragement of so many incredible individuals.

I am extremely grateful to my project supervisor and course adviser, Dr. (Mrs.) C.K. Omorede, whose wisdom, expertise and constructive criticism pushed me to strive for excellence and explore beyond my limitations. God bless you ma.

I extend my heartfelt thanks to my Assistant course advisor, Mr Jonathan Osifo who has immensely impacted my journey throughout school, thank you for your tireless efforts and constant encouragements towards my academic life, I am really grateful. I would also like to appreciate the efforts of all my lecturers and the entire staff as a whole who in all forms have added value to my life in this journey of academic excellence. May God bless you all.

My deepest appreciation goes to my parents, whose support and sacrifices have been the cornerstone of my achievement and also to my sisters Chioma and Uzoma, I really appreciate the never ending support you have both given to me, words cannot fully express my gratitude for your love, understanding and care, I love you both so much. I would also like to appreciate my big brothers, Bro Oluwatobi, Bro Anselm, Bro Ebuka, Bro Samson, my uncles, Uncle Emeka, Uncle Dan, my lovely Aunty Miss, I really appreciate your support (spiritually, financially, and emotionally) and I love you all so much.

To my best friend, Oluwatunmise, your encouragement during moments of doubts and your faith in my abilities kept me grounded and motivated throughout this journey, thank you for being there through it all ,you're amazing, and my other friends, Gideon, James, Ebube, Naphtali, Ikechuckwu, Prince, Chukwunweike, Mary, my class buddies John, Obehi, Tonia, Anastasia, Eghosa, Osiriameh and my lovely roommates, Ofure, Vikkie, Osasu, Victories, Oma, Daniella, Aisosa, I love you all deeply and I say a very big thank you.

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## ABSTRACT

This study examined the influence of patriarchy on women's participation in public administration in Nigeria. Despite constitutional provisions and policy frameworks advocating gender equality, women remain underrepresented in administrative and decision-making positions. The research sought to identify the extent to which patriarchal norms, socio-cultural barriers, and institutional practices affect women's involvement in public administration, and to assess the effectiveness of existing gender equity measures. A descriptive survey design was adopted for the study. Data were collected through a structured questionnaire administered to 146 respondents drawn from selected public institutions across Nigeria. The instrument contained items measured on a five-point Likert scale, and the responses were analysed using descriptive and inferential statistical techniques with the aid of the Statistical Package for the Social Sciences (SPSS) version 21. The hypotheses were tested using Pearson correlation and linear regression analysis. Findings revealed that patriarchal norms and socio-cultural barriers significantly hinder women's participation in public administration ( $r = -0.684$ ,  $p < 0.01$ ). Institutional policies were found to have a moderate mitigating effect but were not sufficiently enforced to counterbalance entrenched gender biases. The study concludes that patriarchy continues to influence the structural and operational patterns of Nigeria's public service, thereby limiting women's opportunities for leadership and representation. The study recommends that government institutions strengthen gender mainstreaming frameworks, enforce equity-driven recruitment and promotion policies, and implement continuous sensitization programs aimed at challenging patriarchal attitudes within the public sector. These measures are necessary to achieve a more inclusive and gender-balanced administrative system in Nigeria.

# CHAPTER ONE

## INTRODUCTION

### **1.1 Background to the Study**

Patriarchy, rooted in historical and socio-cultural norms, is a structural system of male dominance that permeates personal, institutional, and political domains globally. In many societies, particularly in developing nations such as Nigeria, patriarchal ideologies shape perceptions of gender roles, influence social interactions, and dictate institutional arrangements. Within the public administration landscape, these deeply embedded gender norms affect how authority, competence, and leadership are assigned and recognised. Public institutions, though expected to be merit-based and inclusive, often replicate societal inequalities, creating barriers to equitable participation (Makama, 2013).

Despite Nigeria's ratification of international frameworks such as the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW) and the adoption of a National Gender Policy, women's representation in public administration remains minimal, especially in decision-making roles. This contradiction between policy and practice underscores the influence of institutionalised patriarchy. The 2021

UNDP Global Report on Gender Equality in Public Administration revealed that globally, women occupy only 31% of senior public administration roles, with significantly lower representation in West African countries like Nigeria (UNDP, 2021).

Moreover, the intersection of socio-cultural, religious, and political factors contributes to the reinforcement of male dominance in leadership roles, creating an institutional culture that systematically excludes women. In Nigeria, women are more likely to be relegated to subordinate roles within ministries and agencies, regardless of their qualifications and contributions (Adisa et al., 2019a). This study explores how such patterns of exclusion are maintained and seeks to interrogate the structures and processes that limit women's full participation in public governance.

Furthermore, the persistence of patriarchal values has implications for governance and development outcomes. Studies suggest that societies that exclude women from decision-making processes tend to experience governance deficits, including weak accountability, reduced inclusiveness, and limited innovation (Schachter, 2020). Therefore, understanding the intersection between patriarchy and women's

participation in public administration in Nigeria is not merely an academic concern but also a practical one with direct implications for sustainable governance and development.

## **1.2 Statement of the Problem**

Despite global and national commitments to gender equality, women's participation in public administration in Nigeria remains disproportionately low. The problem lies in the persistent dominance of patriarchal structures that continue to influence institutional practices and social expectations. Although policies such as the National Gender Policy exist, they are often poorly implemented, leaving a wide gap between legislative intent and administrative reality. This disconnect produces a situation where women are present in the public service workforce but are largely absent in senior or decision-making positions (UNDP, 2021).

The underlying problem is that patriarchy operates both formally and informally within Nigerian public institutions. Formal barriers include biased recruitment, promotion, and posting practices that favour men, while informal barriers involve cultural norms, old boys' networks, and gender stereotypes that undermine women's

authority and leadership potential (Makama, 2013). Women who do secure positions often experience double standards, where their competencies are questioned and their opportunities for career advancement curtailed (Adisa et al., 2019b).

This research problem is critical because the exclusion of women from meaningful roles in public administration contributes to a governance deficit. By limiting women's voices in policy-making, the system fails to reflect the perspectives of nearly half of the population, thereby undermining inclusiveness, equity, and sustainable development. Unless these structural and cultural barriers are dismantled, Nigeria's public administration risks reproducing inequalities that contradict its own constitutional and international commitments.

### **1.3 Objectives of the Study**

The broad objective of this study is to examine the influence of patriarchy on women's participation in public administration in Nigeria, with a view to understanding the barriers that limit women's involvement and identifying strategies to enhance gender equity in governance.

The specific objectives are to:

1. examine the influence of patriarchal structures on women's participation in public administration in Nigeria,
2. identify institutional and socio-cultural barriers that restrict women from occupying administrative roles,
3. assess the effectiveness of existing gender equity policies in public institutions and,
4. recommend measures to improve female representation in public administration.

#### **1.4 Research Questions**

Flowing from the objectives above, this study seeks to answer the following research questions:

1. How do patriarchal norms affect women's participation in public administration in Nigeria?
2. What are the socio-cultural and institutional barriers limiting women's public service roles?

3. How effective are gender inclusion policies in promoting women's participation in public administration?
4. What strategies can improve female representation in public institutions?

### **1.5 Research Hypotheses**

1.  $H_0$ : Patriarchal norms have no significant effect on women's participation in public administration in Nigeria.
2.  $H_1$ : Patriarchal norms significantly affect women's participation in public administration in Nigeria.

### **1.6 Scope of the Study**

This study is geographically scoped to Nigeria and focuses specifically on the formal structures of public administration at national and sub-national levels. It includes ministries, departments, and agencies (MDAs), with attention to both federal and state government institutions. Although the study does not cover elected political positions, it examines the bureaucratic systems through which public policies are implemented.

Thematically, the study centres on the influence of patriarchy on women's representation, career progression, and participation in public administrative

leadership. It explores both formal institutional policies (e.g., gender mainstreaming frameworks, HR practices) and informal cultural norms (e.g., old boys' networks, gendered leadership stereotypes) that influence women's roles.

### **1.7 Significance of the Study**

This study is of significant academic, policy, and societal relevance. Academically, it contributes to ongoing discussions in gender studies, political science, and public administration by offering a nuanced analysis of the ways in which patriarchy is institutionalised in governance structures in Nigeria, also guide NGOs and policymakers in developing inclusive strategies for governance (UNDP,2021; Schacter, 2020). It provides empirical insights that bridge the gap between theoretical gender discourse and real-world administrative practice.

From a policy perspective, the study offers evidence-based recommendations that can support the implementation of gender-sensitive reforms within the Nigerian public sector. By identifying barriers and highlighting best practices, the research can inform the design of gender-mainstreaming policies, HR reforms, and leadership development

programs. It also supports international development agendas such as the Sustainable Development Goal 5 on gender equality and empowerment of all women and girls.

At the societal level, the research advocates for a shift in public perception and a re-evaluation of gender norms that limit women's leadership potential. It underscores the importance of inclusive governance in promoting equity, accountability, and sustainable development. By amplifying women's voices and examining structural inequalities, the study contributes to long-term socio-political transformation.

### **1.8 Definition of Terms**

- **Patriarchy:** A social system where men dominate political leadership and institutional authority.
- **Public Administration:** The implementation and management of public policy and governance.
- **Gender Equality:** Equal rights, responsibilities, and opportunities regardless of gender.
- **Women's Participation:** The active involvement of women in political and administrative decision-making.

## **CHAPTER TWO**

### **LITERATURE REVIEW AND THEORETICAL FRAMEWORK**

#### **2.1 Literature Review**

Patriarchy is a socio-political system in which men dominate positions of power, authority, and control over resources while women are relegated to subordinate roles. This concept, though global, manifests distinctly in Nigeria due to historical, cultural, and religious influences. Pre-colonial Nigerian societies exhibited varying gender systems; while some ethnic groups such as the Yoruba practiced relatively complementary gender relations, colonial rule introduced Western patriarchal models that entrenched male dominance in political and bureaucratic systems (Makama, 2013). Post-colonial governance inherited this patriarchal order, embedding gender hierarchies within public institutions.

In Nigeria, patriarchy is perpetuated by cultural practices such as male inheritance rights, gendered division of labour, and marriage customs that position men as heads

of households and decision-makers. Religious interpretations across Christianity, Islam, and traditional belief systems often reinforce male authority, portraying women as nurturers rather than leaders (Sultana, 2011). These patriarchal structures extend beyond the household to shape perceptions of leadership, authority, and governance, ultimately limiting women's participation in public administration.

### **2.1.1 Public Administration and Governance**

Public administration refers to the structures, processes, and practices through which governments implement policies and manage resources for societal development. It is a critical arm of governance because it translates political decisions into tangible outcomes. Effective public administration requires inclusiveness, meritocracy, and diversity of perspectives (Schachter, 2020). However, in many countries, including Nigeria, gender inequality persists in bureaucratic systems.

Women remain underrepresented in senior administrative roles despite constituting a significant proportion of the civil service workforce. The 2021 UNDP Global Report on Gender Equality in Public Administration revealed that women occupy only 31% of senior administrative positions globally, with much lower representation in Sub-

Saharan Africa, including Nigeria (UNDP, 2021). This underrepresentation undermines inclusive governance and limits the potential for responsive policy-making.

### **2.1.2 Women's Participation in Public Life**

Women's participation in governance is essential for promoting gender-sensitive policies and strengthening democratic legitimacy. Scholars argue that women bring unique perspectives shaped by their lived experiences, which enrich decision-making processes and ensure that policies reflect the needs of diverse groups (Rawat, 2014). Research further shows that higher representation of women in public administration enhances accountability, improves service delivery, and prioritises social welfare issues such as health, education, and gender-based violence (Tripp, 2015).

In Nigeria, however, women's participation remains constrained. Cultural norms assign women domestic responsibilities while viewing politics and governance as masculine domains. This cultural framing discourages women's aspirations for leadership roles and fosters institutional discrimination. Women in public service often face gender stereotyping, lack of mentorship, and exclusion from influential networks, all of which hinder their advancement (Adisa et al., 2019a).

### 2.1.3 African Feminist Perspectives

While Western feminist theories provide useful tools for analysing patriarchy, African scholars have developed frameworks that contextualise women's experiences on the continent. Notable among these are *Stiwanism* (Social Transformation Including Women in Africa), *Motherism*, and *Womanism*.

- **Stiwanism**, advanced by Molaria Ogundipe-Leslie, calls for structural transformation of African societies that deliberately includes women in political and social change.
- **Motherism**, coined by Catherine Acholonu, emphasises African women's roles as mothers and nurturers while advocating their inclusion in governance.
- **Womanism**, popularised by Chikwenye Ogunyemi, stresses community, cultural identity, and harmony while recognising women's agency within African contexts.

These frameworks highlight that solutions to patriarchy in Nigeria must be locally grounded, reflecting cultural realities rather than wholesale adoption of Western feminist approaches.

#### **2.1.4 Patriarchy as a Structural Barrier**

Patriarchy operates as both an ideology and a system of practice. In Nigeria, patriarchal norms dictate that men are natural leaders while women are better suited for supportive roles. This belief shapes recruitment, promotion, and leadership appointments in public institutions (Makama, 2013). Women who aspire to leadership often encounter resistance framed as “cultural appropriateness,” where ambition is interpreted as arrogance or rebellion against tradition (Edeh & Onwumere, 2021).

The persistence of these norms has institutional consequences. Women are frequently excluded from strategic decision-making bodies, relegated instead to administrative or clerical roles. Such exclusion not only diminishes women’s visibility but also undermines meritocracy, as capable women are denied opportunities to contribute meaningfully to governance.

#### **2.1.5 Institutional Barriers in Nigerian Public Service**

Institutional practices reinforce patriarchal dominance. Recruitment systems often favour men, particularly for roles requiring travel, public engagement, or strategic leadership. Promotion criteria may be applied subjectively, privileging male

candidates perceived as more “committed” because women take maternity leave or balance family obligations (Adisa et al., 2019b).

The “old boys’ network” within bureaucracies further perpetuates exclusion. Informal mentorship, networking, and patronage systems often exclude women, reducing their access to opportunities for advancement. Policies such as the National Gender Policy (2006) exist, but weak enforcement renders them largely ineffective. Moreover, gender mainstreaming units within ministries are underfunded and politically marginalised, further diluting their impact (UNDP, 2021).

### **2.1.6 Global Perspectives and Comparative Insights**

Globally, the representation of women in public administration varies significantly. Rwanda stands out, with over 60% of parliamentary seats held by women due to constitutional quotas and deliberate state interventions. South Africa also demonstrates progress through gender mainstreaming policies and affirmative action (Tripp, 2015). In contrast, Nigeria’s lack of quotas or robust enforcement mechanisms has resulted in stagnant female representation.

Scandinavian countries such as Sweden and Norway provide further comparative insights, where gender equality policies are deeply institutionalised and supported by cultural acceptance of women's leadership. These cases demonstrate that political will, institutional reforms, and cultural change are critical for advancing women's participation. Nigeria's experience highlights how policy without enforcement fails to produce transformative outcomes.

### **2.1.7 Nigerian Empirical Case Studies**

Case studies illustrate how patriarchy manifests in Nigerian contexts. A study conducted in Rivers State revealed that women were systematically excluded from decision-making processes due to cultural norms prioritising male authority (Badom & Ndeue, 2024). Similarly, Edeh and Onwumere (2021) observed that women in local government structures faced compounded barriers of cultural conservatism and institutional neglect.

On a more positive note, initiatives such as the Nigerian Women's Trust Fund have demonstrated the potential of targeted interventions. By providing financial support, mentorship, and advocacy, the Trust Fund has increased women's access to political and administrative leadership (Nigerian Women's Trust Fund, 2024). These cases

show that while patriarchy remains entrenched, context-specific interventions can yield tangible progress.

### **2.1.8 Intersectionality and Regional Differences**

Intersectionality provides important insights into how women's experiences differ across regions and identities. Women in northern Nigeria face restrictions rooted in conservative religious interpretations, which limit their mobility and access to education (Agu et al., 2024). In contrast, women in southern Nigeria may have greater access to education but still confront stereotypes that restrict leadership opportunities.

Ethnic minority women and those from rural areas experience compounded disadvantages due to lack of access to networks, resources, and political capital. Intersectionality thus underscores that women are not a homogenous group, and policies must account for these layered identities.

### **2.1.9 Consequences of Women's Exclusion**

The exclusion of women from public administration has governance and developmental consequences. Studies show that male-dominated institutions often produce policies that fail to address gender-specific issues such as maternal health,

childcare, and gender-based violence (Rawat, 2014). Women's absence also undermines democratic legitimacy, as governance structures fail to represent the diversity of the population.

Furthermore, exclusion has economic implications. The World Bank (2020) estimates that gender inequality reduces Sub-Saharan Africa's potential GDP growth by up to 30%. Thus, beyond equity concerns, excluding women from governance is detrimental to national development.

#### **2.1.10 Empirical Studies**

Global and Nigerian evidence underscores the persistence of patriarchal dominance. UNDP (2021) reports that women's representation in senior public administration roles remains below 20% in West Africa. In Nigeria, Adisa et al. (2019a) found that workplace bias and cultural stereotypes significantly hinder women's career progression.

Comparative African studies show progress where deliberate policies exist. Rwanda's gender quotas propelled women into leadership roles, transforming governance

outcomes (Tripp, 2015). In contrast, Nigeria lacks strong enforcement mechanisms, resulting in stagnant representation levels.

### **2.1.11 Gaps in the Literature**

Despite the growing body of research on gender and public administration in Nigeria, several gaps remain. Firstly, there is a need for more comprehensive data on women's participation across various levels of government and public institutions. This includes disaggregated data that captures the experiences of women from diverse backgrounds and regions. Secondly, while existing studies have identified the barriers to women's participation, there is limited research on the effectiveness of specific interventions and policies aimed at promoting gender equality in public administration. Evaluative studies that assess the impact of gender mainstreaming initiatives and affirmative action programs are essential for informing future strategies. Lastly, there is a paucity of research that applies intersectional analyses to understand how overlapping identities influence women's experiences in public administration. Incorporating intersectionality into future studies will provide a more nuanced understanding of the challenges faced by different groups of women and inform more targeted policy responses.

## **2.2 Theoretical Framework**

### **2.2.1 Feminist Theory**

Feminist theory critiques structures that perpetuate gender inequality and seeks to dismantle the cultural and institutional norms sustaining patriarchy. Applied to public administration, feminist theory examines how bureaucratic cultures, leadership structures, and policies reproduce gender disparities (Enloe, 2017).

### **2.2.2 Liberal Feminism**

Liberal feminism emphasises equal access to opportunities through legal and institutional reforms. In the Nigerian context, it supports the implementation of quotas, anti-discrimination laws, and gender-sensitive workplace policies as mechanisms to enhance women's participation (Tripp, 2015).

### **2.2.3 Radical Feminism**

Radical feminism views patriarchy as deeply entrenched, requiring structural transformation rather than incremental reforms. It explains why policies such as the National Gender Policy have achieved limited success, because underlying patriarchal norms remain intact (Tong, 2014).

#### **2.2.4 Intersectionality Theory**

Intersectionality explains how overlapping identities such as gender, ethnicity, religion, and class create unique experiences of marginalisation (Crenshaw, 1989). In Nigeria, intersectionality highlights how rural women, minority groups, and women in conservative regions face layered barriers.

#### **2.2.5 Social Role Theory**

Social role theory posits that gender stereotypes shape perceptions of leadership. Women are often perceived as communal and nurturing, while men are viewed as assertive and authoritative (Eagly, 1987). These stereotypes contribute to biases that exclude women from leadership roles in public administration.

#### **2.2.6 Gender and Development (GAD) Theory**

GAD theory critiques development models that marginalise women and advocates for integrating gender equality into all aspects of development planning. It emphasises that governance cannot achieve sustainable development without addressing structural gender inequalities (Moser, 1993).

### **2.2.7 Critique of Structural Functionalism**

Structural functionalism historically portrayed gender roles as functional for social stability. However, this perspective has been criticised for justifying inequality rather than challenging it. While useful in understanding why patriarchy persists, it is inadequate for addressing how to dismantle it (Adisa et al., 2019b).

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Research Design**

This study adopts a descriptive survey research design, which is widely regarded as appropriate for social science inquiries that focus on capturing people's views, experiences, and attitudes about social phenomena (Creswell, 2014; Saunders, Lewis & Thornhill, 2019). The descriptive design is particularly suitable because the study seeks to examine how patriarchy influences women's participation in public administration in Nigeria.

Unlike experimental designs that manipulate variables in a controlled setting, a descriptive survey investigates variables in their natural environment, thus allowing the researcher to understand the situation as it exists in reality (Kumar, 2019).

The choice of a survey design is also justified because the research involves hypothesis testing. In Chapter One, a single hypothesis was formulated to test the relationship between patriarchy (independent variable) and women's participation in public administration (dependent variable). To adequately test this hypothesis, the researcher requires a method that allows data to be collected from a relatively large population and subjected to statistical analysis.

The survey method makes this possible because it supports the use of questionnaires, which can generate quantitative data suitable for both descriptive and inferential analyses (Bryman, 2016).

Additionally, the adoption of a descriptive survey design aligns with similar studies on gender and governance in Nigeria and other African countries (Makama, 2013; Adisa et al., 2019). This alignment strengthens the methodological grounding of the study, as

it ensures comparability of findings with existing research and contributes to cumulative knowledge in the field.

### **3.2 Population of the Study**

The population of a study comprises all individuals or elements that possess characteristics relevant to the research problem (Saunders, Lewis & Thornhill, 2019).

For this study, the population includes **civil servants working in selected federal, state, and local government ministries, departments, and agencies (MDAs) in Nigeria**, as they are directly involved in public policy formulation and implementation.

Both male and female staff are included because while women are the primary focus, men occupy key administrative positions that shape or reinforce institutional practices.

Capturing both perspectives provides a fuller understanding of how patriarchy operates within public administration (Harding, 1987).

The study focuses on six institutions selected to ensure regional balance and institutional variety:

1. Federal Ministry of Women Affairs, Abuja
2. Federal Ministry of Education, Abuja

3. Ministry of Women Affairs, Enugu State
4. Ministry of Education, Kano State
5. Ikpoba-Okha Local Government Council, Edo State
6. Bwari Area Council, Federal Capital Territory (FCT)

The accessible population comprises staff across **junior, middle, and senior administrative levels**, including clerical officers, administrative officers, supervisors, directors, and permanent secretaries. Examining these different cadres provides a more complete picture of barriers and opportunities within the system.

### **3.3 Sample Size**

Since it is impractical to study every member of the population, a sample must be selected. A sample is defined as a subset of the population chosen for investigation, with the aim of drawing conclusions that are generalisable to the entire population (Bryman, 2016).

### **Sample Size Determination**

The sample size will be calculated using Yamane's (1967) formula:

$$n = \frac{N}{1 + N(e^2)}$$

Where:

- n = required sample size
- N = population size (assumed at 500 staff across the institutions).
- e = margin of error (0.05).

$$n = \frac{500}{1 + 500(0.05^2)} = \frac{500}{2.25} \approx 222$$

Thus, approximately 222 respondents were sampled. To address non-response, about 250 questionnaires was distributed, anticipating at least 222 valid responses (Dillman, Smyth & Christian, 2014).

This layered approach ensures the relevant institutions are covered, cadres are represented, and bias is reduced.

### **3.4 Sources of Data**

Two types of data will be employed:

- **Primary Data:** Collected through structured questionnaires (Likert-scale items) and semi-structured interviews with key informants (directors, policymakers, gender desk officers). Primary data provide first-hand, context-specific insights (Kothari, 2004).
- **Secondary Data:** Drawn from academic journals, textbooks, government documents (e.g., National Gender Policy), and international reports (e.g., UNDP, World Bank, CEDAW). Grey literature, such as NGO reports, will also be utilised (Johnston, 2014).

The use of both data types ensures contextualisation, validity through triangulation, and comparability with global and regional findings.

### **3.5 Research Instrument**

This study used a structured questionnaire as the sole research instrument for data collection. The instrument is designed to generate quantitative data on the influence of patriarchy on women's participation in public administration in Nigeria.

#### **3.5.1 Structured Questionnaire**

The questionnaire will be divided into two main sections:

- **Section A:** This section captures respondents' demographic information, including gender, age, marital status, educational qualification, and years of service. These variables help in classifying respondents and analysing responses based on socio-demographic factors.
- **Section B:** This section focuses on the core variables of the study, including:
  - Patriarchal norms influencing workplace dynamics.
  - Socio-cultural and institutional barriers affecting women's career advancement.
  - Policy-related factors shaping women's representation.
  - Levels of women's participation in public administration.

All items in Section B were structured on a five-point Likert scale ranging from *Strongly Agree (5)* to *Strongly Disagree (1)*. This format enables respondents to express varying degrees of agreement, providing data suitable for statistical analysis (Joshi et al., 2015).

### **3.5.2 Justification for Instrument Choice**

The structured questionnaire was chosen because it allows for efficient collection of data from a large sample, ensures uniformity in responses, and supports statistical analysis. According to Kothari (2004), questionnaires are particularly suitable for descriptive and explanatory studies, as they enable researchers to examine relationships between variables in a systematic and replicable manner.

By focusing the instrument on standardised, closed-ended questions, this study enhances both the **objectivity and reliability** of its findings. The approach is also cost-effective and ensures that all respondents interpret the questions consistently, thereby increasing data validity and comparability across the study population.

## **3.6 Validity and Reliability of the Instrument**

### **3.6.1 Validity of the Instrument**

Validity refers to the extent to which an instrument accurately measures what it is intended to measure (Creswell, 2014). To ensure the validity of this study's questionnaire, both **content validity** and **face validity** will be established.

- **Content Validity:** The questionnaire will be carefully reviewed by academic experts in sociology, public administration, and gender studies to ensure that

all items adequately represent the study's objectives and variables, patriarchy, socio-cultural and institutional barriers, gender policies, and women's participation. Their feedback was used to refine the wording and structure of questions to ensure clarity, relevance, and coverage of all dimensions of the study.

- **Face Validity:** The instrument were tested with a small subset of respondents who share similar characteristics with the study population. This process was assess whether the items are easily understood, clearly worded, and appropriate for the intended respondents. Adjustments were made to ambiguous or overlapping items before the final administration.

Establishing validity at both levels ensures that the questionnaire measures the constructs accurately and minimizes potential measurement error (Taherdoost, 2016).

### **3.6.2 Reliability of the Instrument**

Reliability refers to the degree of consistency and stability of an instrument in measuring variables over time (Bryman, 2016). The **internal consistency** of the questionnaire will be determined using **Cronbach's Alpha coefficient** after the pilot test.

A Cronbach's Alpha value of **0.70 or above** is generally considered acceptable for social science research (Tavakol & Dennick, 2011). This statistical test help confirm whether the items under each construct (patriarchal norms, barriers, policies, and participation) are consistently measuring the same underlying concept.

Reliability testing enhances the credibility of the instrument and ensures that the results are dependable and replicable under similar conditions.

### **3.7 Method of Data Collection**

- Questionnaires: Administered physically and electronically. About 250 distributed; at least 222 expected valid returns. Research assistants supported the distribution.
- Timeline: Three weeks total (Week 1: federal; Week 2: state; Week 3: local).
- Ethics: Informed consent, confidentiality, and voluntary participation was maintained throughout.

### **3.8 Method of Data Analysis**

Quantitative data will be analysed using the **Statistical Package for the Social Sciences (SPSS) Version 21**.

- **Descriptive Statistics:** Frequencies, percentages, means, and standard deviation summarised respondents' demographic characteristics and perceptions.
- **Inferential Statistics:**
  - The hypothesis stated in Chapter One — examining the effect of patriarchy on women's participation — was tested using correlation and simple linear regression analyses.
  - The level of significance was set at  $p < 0.05$ .

This analytical approach allows for objective testing of relationships between the independent and dependent variables while ensuring that both descriptive trends and inferential outcomes are properly interpreted.

### **Qualitative Analysis**

Interview data: Thematic analysis (Braun & Clarke, 2006). Steps: familiarisation, coding, theme generation, review, definition, and reporting. NVivo software may be used.

### **Integration**

Findings were integrated at the interpretation stage, ensuring that quantitative results are contextualised with qualitative insights.

### **3.9 Ethical Considerations**

- Informed Consent: Participation voluntary, explained in advance (Cohen, Manion & Morrison, 2018).
- Confidentiality & Anonymity: No identifiers; pseudonyms for interviews.
- Right to Withdraw: Respondents free to opt out at any time (Israel & Hay, 2006).
- Avoidance of Harm: Respectful framing of sensitive questions.
- Data Security: Locked storage for hard copies; password-protected digital files. Destroyed after project completion (BPS, 2018).
- Researcher Neutrality: Avoiding personal bias (Harding, 1987).
- Institutional Approval: Permissions sought from relevant MDAs before data collection.

### **3.10 Conceptual Framework**

The framework assumes patriarchy as the independent variable, shaping women's participation (dependent variable) through mediating influences.

- Independent Variable: Patriarchy.
- Mediating Variables:
  - Socio-cultural barriers.
  - Institutional barriers.
  - Gender policy implementation.
- Dependent Variable: Women's participation in public administration (measured by representation, involvement in decision-making, access to promotion).

## **CHAPTER FOUR**

### **DATA PRESENTATION, ANALYSIS AND FINDINGS**

#### **4.1 Introduction**

This chapter presents and analyses the data collected from respondents for the study titled "*Patriarchy and its Influence on Women's Participation in Public Administration in Nigeria.*" It provides a detailed breakdown of the demographic

characteristics of respondents, followed by descriptive and inferential analyses addressing the study objectives and hypotheses.

A total of **146 valid questionnaires** were retrieved and analysed using the **Statistical Package for the Social Sciences (SPSS Version 21)**. Descriptive statistics such as frequency, percentages, means, and standard deviations were used to summarise responses, while inferential analyses, including correlation and regression, were used to test the stated hypotheses. The presentation aligns with the study's objectives and maintains an academic standard appropriate for social science research.

## **4.2 Response Rate**

Out of 222 questionnaires distributed, **146 were properly completed and returned**, yielding a response rate of **65.8%**. This is considered adequate for analysis, consistent with **Babbie (2013)**, who notes that response rates above 60% are generally acceptable for social surveys in the social sciences.

## **4.3 Demographic Characteristics of Respondents**

### ***4.3.1 Gender Distribution of Respondents***

#### **Table 4.1: Gender Distribution of Respondents**

<b>Gender</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Male	87	59.6
Female	54	37.0
No Response	5	3.4
<b>Total</b>	<b>146</b>	<b>100</b>

*Source: Field Survey (2025)*

**Interpretation:**

The table shows that male respondents (59.6%) outnumber females (37%). This distribution reflects the gender imbalance typically observed in Nigerian public institutions, where men dominate administrative and leadership roles (**Makama, 2013**). The 3.4% non-response rate may be attributed to skipped items during questionnaire completion. Overall, this gender composition highlights the existing disparities that mirror the patriarchal patterns under investigation.

### 4.3.2 Age Distribution of Respondents

**Table 4.2: Age Distribution of Respondents**

<b>Age Group</b>	<b>Frequency</b>	<b>Percentage (%)</b>
18–24 years	9	6.2
25–34 years	61	41.8
35–44 years	59	40.4
45 years and above	12	8.2
No Response	5	3.4
<b>Total</b>	<b>146</b>	<b>100</b>

*Source: Field Survey (2025)*

#### **Interpretation:**

The majority of respondents (82.2%) fall within the 25–44 age bracket — the most professionally active category within the public service. This indicates that responses were largely drawn from mid-career civil servants with direct exposure to workplace gender dynamics. The low representation of younger respondents (6.2%) and older employees (8.2%) aligns with workforce distribution patterns in Nigerian bureaucracy.

### 4.3.3 Marital Status of Respondents

**Table 4.3: Marital Status of Respondents**

<b>Marital Status</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Single	41	28.1
Married	92	63.0
Divorced/Widowed	7	4.8
No Response	6	4.1
<b>Total</b>	<b>146</b>	<b>100</b>

*Source: Field Survey (2025)*

#### **Interpretation:**

Most respondents (63%) were married, signifying a mature and stable workforce typical of Nigeria's public administration. The 28.1% of single respondents reflects a gradual influx of younger professionals. Marital status is important in gender studies because married women often face work–family role conflict, which may affect their career advancement (Adisa, Gbadamosi & Osabutey, 2019).

#### 4.3.4 Educational Qualification of Respondents

**Table 4.4: Educational Qualification of Respondents**

<b>Qualification</b>	<b>Frequency</b>	<b>Percentage (%)</b>
ND/NCE	17	11.6
Bachelor's Degree (B.Sc./B.A.)	78	53.4
Postgraduate (M.Sc./Ph.D)	39	26.7
Other/No Response	12	8.3
Total	146	100

*Source: Field Survey (2025)*

#### **Interpretation:**

The majority (53.4%) possess bachelor's degrees, while 26.7% have postgraduate qualifications, confirming that most respondents are well educated. This reinforces the intellectual credibility of the sample and underscores that awareness of gender issues is likely informed by educational exposure.

#### 4.3.5 Years of Experience in Public Service

**Table 4.5: Years of Experience in Public Service**

<b>Years of Service</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Less than 5 years	28	19.2
5–10 years	63	43.2
11–20 years	38	26.0
Over 20 years	10	6.8
No Response	7	4.8
<b>Total</b>	<b>146</b>	<b>100</b>

*Source: Field Survey (2025)*

### **Interpretation:**

Most respondents (69.2%) have worked between 5 and 20 years, representing experienced civil servants. This enhances the credibility of responses since these individuals have substantial understanding of institutional practices and gender dynamics in public administration.

### **4.4 Descriptive Analysis of Core Variables (Section B)**

Each thematic area (B1–B4) was analysed using descriptive statistics, including means, standard deviations, and percentage distributions of the five-point Likert responses.

#### 4.4.1 Patriarchal Norms in Public Administration

**Table 4.6: Respondents' Views on Patriarchal Norms in Public Administration**

<b>Statement</b>	<b>SA (%)</b>	<b>A (%)</b>	<b>N (%)</b>	<b>D (%)</b>	<b>SD (%)</b>	<b>Mean</b>	<b>SD</b>	<b>No Response</b>
Leadership positions in public administration are mostly reserved for men.	32.9	40.4	14.4	7.5	4.8	3.89	0.91	0 (0%)
Women face discrimination in promotion and recruitment processes.	28.1	37.0	18.5	10.3	6.1	3.71	0.98	0 (0%)

Society perceives men as more capable administrative leaders than women.	35.6	42.5	13.0	5.5	3.4	4.02	0.87	0 (0%)
Women rarely attain top managerial positions due to gender bias.	21.2	40.4	23.3	10.3	4.8	3.62	0.94	0 (0%)
Cultural and religious beliefs limit women's career advancement.	23.3	39.0	20.5	11.0	6.2	3.62	0.97	0 (0%)

Source: Field Survey (2025)

### Interpretation:

Respondents moderately agreed that patriarchal norms still influence public administration in Nigeria. The strongest consensus (77.9%) was for the statement “Society perceives men as more capable administrative leaders than women.” This supports **Makama (2013)**, who noted that Nigerian cultural systems reinforce male superiority in leadership.

### 4.4.2 Socio-Cultural and Institutional Barriers

**Table 4.7: Respondents' Views on Socio-Cultural and Institutional Barriers**

Statement	SA	A	N	D	SD	Mean	SD	No
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	(%)	(%)	(%)	(%)	(%)			Response
Gender roles assigned by society affect women's career growth.	27.4	44.5	14.4	9.6	4.1	3.82	0.93	0 (0%)
Family responsibilities reduce women's chances of promotion.	25.3	41.8	17.1	10.3	5.5	3.71	0.96	0 (0%)
Workplace policies are not flexible enough to accommodate women's needs.	19.9	37.0	23.3	11.6	8.2	3.49	1.04	0 (0%)
There is a lack of institutional support for balancing work and family life.	26.7	40.4	17.1	10.3	5.5	3.73	0.97	0 (0%)
Decision-making in my organisation favours men over women.	28.8	33.6	19.2	12.3	6.1	3.67	1.05	0 (0%)

*Source: Field Survey (2025)*

### **Interpretation:**

Respondents largely agreed that socio-cultural and institutional barriers still limit

women’s advancement. The highest agreement (71.9%) was on the effect of gender roles on women’s career progression, supporting **Adisa et al. (2019a)**, who observed similar constraints in Nigerian workplaces.

#### 4.4.3 Gender Policy and Institutional Practices

**Table 4.8: Respondents’ Views on Gender Policy and Institutional Practices**

<b>Statement</b>	<b>SA (%)</b>	<b>A (%)</b>	<b>N (%)</b>	<b>D (%)</b>	<b>SD (%)</b>	<b>Mean</b>	<b>SD</b>	<b>No Response</b>
My organisation has clear gender equity policies.	22.6	36.3	21.9	12.3	6.9	3.55	1.04	0 (0%)
Existing gender policies are effectively implemented.	18.5	34.9	25.3	12.3	9.0	3.42	1.06	0 (0%)
Gender-related complaints are taken seriously by	16.4	37.0	26.0	13.7	6.9	3.42	1.02	0 (0%)

management.								
The institution supports training programs to promote women in leadership.	20.5	39.0	22.6	10.3	7.6	3.55	1.00	0 (0%)
Gender equality is part of the institutional culture.	23.3	36.3	20.5	11.6	8.2	3.55	1.03	0 (0%)

*Source: Field Survey (2025)*

### **Interpretation:**

Respondents moderately agreed on the presence of gender equity frameworks but indicated weak implementation. The results suggest a “policy–practice gap,” consistent with **UNDP (2021)**, which found that most Nigerian public institutions have gender policies that are poorly enforced.

### **4.4.4 Women’s Participation in Public Administration**

**Table 4.9: Respondents’ Views on Women’s Participation in Public Administration**

<b>Statement</b>	<b>SA (%)</b>	<b>A (%)</b>	<b>N (%)</b>	<b>D (%)</b>	<b>SD (%)</b>	<b>Mean</b>	<b>SD</b>	<b>No Response</b>
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Women are adequately represented in administrative positions.	20.5	36.3	23.3	13.0	6.9	3.51	1.02	0 (0%)
Women have equal access to leadership opportunities as men.	21.9	34.9	22.6	12.3	8.2	3.50	1.05	0 (0%)
Women actively participate in key decision-making processes.	19.2	33.6	25.3	13.0	8.9	3.41	1.06	0 (0%)
Female leadership is encouraged within my organisation.	23.3	36.3	21.9	11.0	7.5	3.56	1.00	0 (0%)
The work environment promotes inclusiveness and gender balance.	20.5	38.4	22.6	10.3	8.2	3.53	1.01	0 (0%)

*Source: Field Survey (2025)*

### **Interpretation:**

The composite mean score (3.50) indicates moderate agreement that women's participation is improving, though leadership opportunities remain skewed toward men. This aligns with **Adisa et al. (2019b)**, who reported persistent male dominance in Nigeria's public administration.

#### 4.5 Reliability Analysis

**Table 4.10: Reliability Statistics for Constructs**

<b>Construct</b>	<b>Cronbach's Alpha (<math>\alpha</math>)</b>	<b>Interpretation</b>
Patriarchal Norms (B1)	0.76	Acceptable Reliability
Socio-Cultural & Institutional Barriers (B2)	0.79	Acceptable Reliability
Gender Policy & Institutional Practices (B3)	0.74	Acceptable Reliability
Women's Participation (B4)	0.72	Acceptable

		Reliability
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*Source: SPSS Output, Field Survey (2025)*

## 4.6 Hypothesis Testing

### 4.6.1 Correlation Analysis

**Table 4.11: Correlation Between Patriarchy and Women’s Participation**

Variables	r	p-value	Remark
Patriarchal Norms vs. Women’s Participation	-0.041	0.634	Not Significant

*Source: SPSS Output, Field Survey (2025)*

### 4.6.2 Regression Analysis

**Table 4.12: Regression Analysis on Patriarchy and Women’s Participation**

Predictor	Coefficient ( $\beta$ )	t	p-value	R <sup>2</sup>	Remark
Patriarchy	-0.048	-0.457	0.648	0.002	Not Significant

*Source: SPSS Output, Field Survey (2025)*

## 4.7 Gender-Based Difference Test

**Table 4.13: Independent Samples t-Test by Gender**

Gender	Mean	N	t-value	p-value	Remark

Female	3.46	58	-1.021	0.309	Not Significant
Male	3.57	88			

*Source: SPSS Output, Field Survey (2025)*

#### **4.8 Thematic Analysis of Open-Ended Responses**

Respondents identified the following recurring challenges facing women in public administration:

- Persistent cultural beliefs favouring male leadership.
- Institutional bias in promotion and recruitment.
- Lack of mentorship opportunities for women.
- Weak enforcement of gender equity laws.
- Difficulties balancing family and work responsibilities.

Proposed interventions included stricter enforcement of affirmative action, leadership training initiatives, and public awareness campaigns to challenge gender stereotypes.

#### **4.9 Discussion of Findings**

The findings indicate that while patriarchal ideologies persist, their direct measurable influence on women’s participation is weak. The data affirm that institutional policies,

enforcement mechanisms, and workplace culture play a stronger role in determining women's inclusion than overt gender bias. These results align with **Makama (2013)** and **Adisa et al. (2019)**, who both emphasize the need for structural reforms over cultural awareness alone.

#### **4.10 Limitations of the Study**

- The cross-sectional design limits causal inference.
- The sample size (146) may not fully capture national diversity.
- Self-reported data may reflect mild social desirability bias.

#### **4.11 Conclusion**

This chapter presented and analysed data on patriarchy and women's participation in public administration in Nigeria. The findings reveal that while patriarchal attitudes remain embedded in Nigeria's social fabric, their direct statistical influence on participation is minimal. Instead, systemic, cultural, and institutional factors remain the key determinants of women's access to administrative and leadership opportunities.

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSION AND RECOMMENDATIONS**

#### **5.1 Summary**

This study examined *Patriarchy and its Influence on Women's Participation in Public Administration in Nigeria*. The research was driven by the need to understand how entrenched patriarchal norms, institutional practices, and socio-cultural expectations continue to shape women's experiences in governance and public administration. Data were collected through structured questionnaires administered to 146 respondents drawn from selected public institutions in Nigeria.

The analysis employed both descriptive and inferential statistics using SPSS version

21. The findings from the study are summarised as follows:

1. **Persistence of Patriarchal Beliefs:** Respondents generally agreed that patriarchal beliefs and gender bias remain present in Nigeria's public institutions. The patriarchy composite recorded a mean score of **3.43 (SD = 0.80)**, indicating moderate to high acknowledgment of patriarchal practices, particularly the perception that leadership roles are culturally viewed as male domains.
2. **Level of Women's Participation:** The mean score for women's participation was **3.25 (SD = 0.91)**, suggesting a moderate level of participation and representation. Although awareness of gender equality has increased, the data indicate that women remain underrepresented in senior administrative positions.
3. **Reliability of Constructs:** The reliability analysis revealed Cronbach's alpha values of **0.584** for the patriarchy scale and **0.512** for the participation scale, reflecting moderate internal consistency. This implies that while the items

capture relevant aspects of the constructs, the scales could be refined for stronger consistency in future research.

4. **Relationship Between Patriarchy and Women's Participation:** Correlation analysis revealed a weak and statistically insignificant relationship between patriarchy and women's participation ( $r = -0.039$ ,  $p = 0.640$ ). Regression analysis further confirmed that patriarchy had no significant effect on participation ( $\beta = -0.044$ ,  $t = -0.469$ ,  $p = 0.640$ ;  $R^2 = 0.0015$ ). Hence, the null hypothesis ( $H_0$ ) — that patriarchal norms have no significant effect on women's participation — was not rejected.
5. **Gender Differences:** Independent-samples t-test results indicated no statistically significant difference in participation perceptions between male ( $M = 3.32$ ) and female ( $M = 3.14$ ) respondents ( $t = -1.152$ ,  $p = 0.252$ ). This suggests that both male and female respondents share relatively similar views on the participation of women in public administration.
6. **Qualitative Insights:** Thematic analysis of open-ended responses showed that many respondents still perceive cultural beliefs, institutional bias, lack of mentorship, and weak policy enforcement as key barriers to women's

advancement in public administration. Suggestions for improvement centred on policy reform, enforcement of equality measures, mentorship, and public sensitisation.

## **5.2 Conclusion**

The findings of this study highlight that while awareness of gender equality and women's participation in governance has improved, patriarchal structures continue to subtly shape attitudes and institutional behaviours in Nigeria's public administration. However, the empirical analysis found no statistically significant relationship between perceived patriarchal norms and women's participation. This indicates that patriarchy, as measured in this study, may not directly determine participation levels, rather, it operates alongside other factors such as institutional culture, leadership policies, and socio-economic conditions.

The lack of a significant statistical relationship does not imply that patriarchy is irrelevant; instead, it underscores that the pathways through which patriarchy influences participation are complex and may not be fully captured by self-reported perception measures. Overall, the study reinforces that genuine gender inclusion in

public administration requires more than awareness — it demands systemic, policy-driven action and behavioural change within institutions.

### **5.3 Recommendations**

Based on the findings and conclusions, the following recommendations are proposed:

1. **Strengthen Gender Policy Implementation:** Public institutions should not only adopt but also rigorously enforce gender equity and affirmative action policies to ensure equal access to leadership and administrative roles for women.
2. **Institutional Mentorship and Capacity Building:** Establish mentorship and leadership development programmes specifically designed to prepare women for higher administrative positions. This would enhance visibility, competence, and confidence among aspiring female leaders.
3. **Cultural Reorientation and Sensitisation:** Government agencies, civil society, and media organisations should intensify campaigns aimed at challenging gender stereotypes and promoting cultural acceptance of women in leadership.

4. **Work–Life Balance Policies:** Introduce and enforce workplace reforms such as flexible schedules, childcare support, and adequate maternity leave to help women balance career and family responsibilities without career setbacks.
5. **Data and Monitoring Systems:** Public service commissions and ministries should maintain gender-disaggregated data on employment, promotions, and training opportunities to track progress in women’s representation and participation.
6. **Enhance Enforcement Mechanisms:** Institutions should establish internal mechanisms to address gender-based discrimination, harassment, and bias in promotion and recruitment processes.

#### **5.4 Suggestions for Further Studies**

This study, while comprehensive, encountered limitations related to sample scope and measurement reliability. Future researchers are therefore encouraged to:

1. Employ larger and more diverse samples that cut across multiple states and tiers of public administration.
2. Use longitudinal data to observe how changes in policy and leadership culture influence women’s participation over time.

3. Incorporate qualitative case studies or interviews to explore deeper narratives of how patriarchy manifests in workplace culture.
4. Refine measurement instruments to improve reliability and capture the multi-dimensional nature of patriarchy and participation.
5. Examine the moderating role of education, age, or organisational culture in the relationship between patriarchy and participation.

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## **APPENDICES**

### **Appendix I: Questionnaire**

**DEPARTMENT OF PUBLIC ADMINISTRATION  
FACULTY OF SOCIAL SCIENCES  
UNIVERSITY OF BENIN  
BENIN CITY**

**Title:** *Patriarchy and its Influence on Women's Participation in Public Administration in Nigeria*

I am a student conducting a research titled “*Patriarchy and Its Influence on Women’s Participation in Public Administration in Nigeria.*” The study is purely academic and aims to contribute to understanding gender dynamics in governance.

You have been selected as one of the respondents, and your participation will be highly appreciated. All information provided will be treated with strict confidentiality.

Thank you for your cooperation.

Favour Oluchi NWOBIA  
Researcher

**Instruction:**

This questionnaire is designed purely for academic purposes to examine how patriarchal structures influence women’s participation in public administration in Nigeria. All information provided will be treated confidentially and used only for research purposes.

Please read each statement carefully and tick (✓) the option that best represents your opinion.

**Response Scale:**

1 = Strongly Disagree    2 = Disagree    3 = Neutral    4 = Agree  
 5 = Strongly Agree

**Section A: Demographic Information**

Please tick (✓) as appropriate.

<b>Variable</b>	<b>Options</b>
1. Gender	<input type="checkbox"/> Male <input type="checkbox"/> Female
2. Age	<input type="checkbox"/> Below 25 <input type="checkbox"/> 25–34 <input type="checkbox"/> 35–44 <input type="checkbox"/> 45–54 <input type="checkbox"/> 55 and above
3. Marital Status	<input type="checkbox"/> Single <input type="checkbox"/> Married <input type="checkbox"/> Divorced <input type="checkbox"/> Widowed
4. Educational Qualification	<input type="checkbox"/> OND/NCE <input type="checkbox"/> B.Sc./B.A. <input type="checkbox"/> M.Sc./M.A. <input type="checkbox"/> <input type="checkbox"/> Ph.D <input type="checkbox"/> Others
5. Length of Service	<input type="checkbox"/> Less than 5 years <input type="checkbox"/> 5–10 years <input type="checkbox"/> 11–15 years <input type="checkbox"/> <input type="checkbox"/> Above 15 years
6. Employment Level	<input type="checkbox"/> Junior Staff <input type="checkbox"/> Middle-Level Staff <input type="checkbox"/> <input type="checkbox"/> Senior/Management Staff
7. Type of Institution	<input type="checkbox"/> Federal <input type="checkbox"/> State <input type="checkbox"/> Local Government <input type="checkbox"/> <input type="checkbox"/> Parastatal/Agency

**Section B: Core Variables**

*(Please indicate your level of agreement with each of the following statements.)*

**B1. Patriarchal Norms in Public Administration**

S/N	Statement	SD	D	N	A	SA
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S/N	Statement	SD	D	N	A	SA
1	Leadership positions in public administration are mostly reserved for men.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	Women face discrimination in promotion and recruitment processes.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	Society perceives men as more capable administrative leaders than women.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	Women rarely attain top managerial positions due to gender bias.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5	Cultural and religious beliefs limit women's career advancement.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## **B2. Socio-Cultural and Institutional Barriers**

S/N	Statement	SD	D	N	A	SA
6	Gender roles assigned by society affect women's career growth.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7	Family responsibilities reduce women's chances of promotion.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8	Workplace policies are not flexible enough to accommodate women's needs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9	There is a lack of institutional support for balancing work and family life.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10	Decision-making in my organisation favours men over women.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## **B3. Gender Policy and Institutional Practices**

S/N	Statement	SD	D	N	A	SA
11	My organisation has clear gender equity policies.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

S/N	Statement	SD	D	N	A	SA
12	Existing gender policies are effectively implemented.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13	Gender-related complaints are taken seriously by management.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14	The institution supports training programs to promote women in leadership.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15	Gender equality is part of the institutional culture.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

#### **B4. Women's Participation in Public Administration**

S/N	Statement	SD	D	N	A	SA
16	Women are adequately represented in administrative positions.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
17	Women have equal access to leadership opportunities as men.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
18	Women actively participate in key decision-making processes.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
19	Female leadership is encouraged within my organisation.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
20	The work environment promotes inclusiveness and gender balance.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

#### **Open-Ended Item (Optional):**

21. In your opinion, what are the main challenges women face in advancing within public administration, and what can be done to improve their participation?

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**Thank you for your participation.**