

By

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**Abstract**

*As in other male dominated societies, the social relations and activities of Nigerian women and men are governed by patriarchal systems of socialization and cultural practices which favour the employment of men in high income-generating activities above those of women. The paper examines the various ways people gain employment in the Local government service and also analyzed the determinants of promotion and staff training. A total of 500 employees constituting 10 percent of the work force were sampled from both the local government service and private establishments across the various units that constituted the local government service. A structured questionnaire was the instrument of data collection, which reflects the samples drawn from each unit proportionally to staff population. Simple percentages, chi square and multiple regressions were used as tools of analysis. Results revealed that most employees gained employment through relations with majority of them as males. Background characteristics such as department, educational status and years of service indicated significant relationships with staff training while sex, educational status, and years of experience revealed significant relationships with promotion. It recommended that gender bias in access to promotion and training opportunities should be checked to guarantee fairness.*

**Key words:** Training; staff development. Promotion; movement up the ladder

**Introduction**

Gender equality is an integral part of human rights. It is the equal representation, rights, responsibility and participation of women and men in employment opportunities. Gender according to the Federal Ministry of Women Affairs and Social Development, Nigeria (2006), refers to the socially defined and biologically differentiated roles of both men and women; gender roles, the attitudes, and behaviours that are expected of males and females in a given society. Debra (2000) pointed out that gender has been used by so many employers of labour as a major determinant of employment, especially when it concerns assigning responsibility. The work of Federal Ministry of Women

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Affairs and Social Development (2006) and Anthony (2001) contended that men appeared the most dominant in the labour market and are assigned more benefiting responsibilities than women despite calls by individuals and organizations for equal participation. However, the National Bureau of Statistics (2006) reported contrary, that there are more women in banking services, nursing, social services, and teaching than men. Aku (2000), argued rather that determinants other than gender are responsible in differences in employment opportunities. Orewere and Bargo (1997) noted that the African culture determines gender roles and also has socially constructed power relationships. Similarly, Federal Ministry of women affairs and Social Development (2006) pointed out that as in other societies, the social relations and activities of Nigerian women and men are governed by patriarchal system of socialization and cultural practices.

In Nigeria as argued by Anthony (2001), women are less represented in decision making process. The National Population Commission (2001) reported disparity in female participation in the labour market between the southern and the Northern states of Nigeria, with the participation rates of Southern States exceeded those of the North. Religion constitutes a strong barrier in realizing the policy of justice and fairness in the country in accessing employment opportunities, particularly in the northern part of the country where the study area is located. Education is a basic characteristic of every employee and a strong requirement by an employer, which invariably determines the type of job an individual, takes in the labour market, all things being equal (UN, 2000). Thus, a gender difference in education constitutes a barrier to equal access to labour market opportunities. In Nigeria, as reported by the National Bureau of Statistics (2006), the literacy rate as at 2006 was 74.% for males and 36.% for females as a result of the apparent difference women employment tend to concentrate in agriculture, retail and hair dressing which require little or no education.

Under normal circumstances, individuals are suppose to gain access to paid employment through a formal interview process to display their intellectual and vocation traits, but are rarely employed through this process. However, reasons other than this are impairing due recourse to the formal way of gaining employment in the labour market which has a tendency of discriminating between prospective male and female applicants. In addition, those employed are suppose to have equal access to opportunities such as staff training and promotion all things being equal, but constraints and huddles sets in due to differences in their background characteristics, such as educational status, age, sex, years of experience, occupation among others. Previous studies limited their investigations on the federal and states establishment to the neglect of the micro level (local government Areas) with its' peculiarities and focus on types of employment with little or no emphasis on the ways people secure employee their job status, access to promotion and staff training. However, pr

manpower planning requires a holistic approach which is total and inclusive to provide for a comprehensive understanding of peculiarities within the sector. Based on the foregoing, the study seeks to know what ways do people gain employment, the statuses of employment opportunities that are available for men and women and the determinants of training and promotion in the establishments in Zango Kataf Local Government Area of Kaduna State:

### Materials and Methods

Zangon Kataf is one of the Local Government Areas in Kaduna state. It is situated between latitude  $9^{\circ}$  E  $25^{\circ}$  N and latitude  $10^{\circ}$  E  $20^{\circ}$  N and between longitude  $7^{\circ}$  45'E and longitude  $8^{\circ}$  40' E. There are four major ethnic groups in the area; Ikulu, Bajju, Anghan and Tyap. Uranium, Quarander, Iron ore and Quart are common mineral resources in the study area while the major occupation is farming.

A structured questionnaire was used to collect information from employees of both the public and private sectors in the study area. Information was sought on employees' background characteristic; age, sex, marital status, religion and educational status, ways of gaining employment, promotion and training opportunities. 500 employees were chosen as study sample drawn from both the public and the private sectors; 321 employees were chosen from the public sector across all the departments while 179 employees were chosen from 10 private establishments in the area. The samples were drawn proportionally to staff population and the sampling cut across all staff cadres using staff data from the establishments sampled. Sampling was stratified, from departments to units while staff sample was taken by cadre to allow for equal representation. Data analysis was computer aided while results were presented through tables and graphs. Relationship in the data was determined through multivariate analysis as indicated below:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + \dots + b_kX_k \text{ ----- } 1$$

Where

Y = the predicted or estimated value of Y: Levels of employment

a = the Y intercept

$X_i$  = the independent or explanatory variables  
= 1,2,3,4,5.....K): Background characteristics (i)

$b_i$  = the partial slope of each independent variable (that is, the amount of change in Y for each unit of change in  $X_i$ , holding the other

independent variable constant). These,  $b_i$ 's are also known as the unstandardized regression coefficients. They show the amount of change in  $Y$  that result from one  $X_i$ , after the influence of other  $X_i$ 's has been removed ( $i=1,2,..K$ )

$K =$  the number of independent variables.

The regression parameters were estimated using the least squares approach. It was used in this study to minimize the sum of the squares of the errors made in solving every single equation (Agresti, 2007). In this study for instance, training and promotion are a function of the background characteristics of employees.

$$f(F_i, k) = kF_i \text{-----} 2$$

Where  $F$  is the independent variables used in the study (background and workplace characteristics). To estimate the variables  $k$ , a series of  $n$  measurements with different variables produced a set of data  $(F_i, y_i), i = 1, n$ , where  $y_i$  is promotion gained and number of training attended at the workplace. Also chi square was used to determine differences by ways of employment.

## Results

### Background and contextual characteristics of the respondents

Respondents were not similar in terms of socioeconomic background characteristics. More males (67.4%) than females (32.6%) were sampled as shown in table 1. In the age group 15-25, 5.9% were males while 2.4% were females. In the age group 26-35, 17.3% were males and 6.8 females. Those aged 36 years and above, there were 46.9% males and 20.6% females. Respondents that were married were 36.2% for males and 20.5% for females while those that were single were 25.2% for males and 7.6% for females. Those into other forms of marriages were 7.0% for males and 3.5% for females.

About half of the Christians included in the study (52.8%) were males and 26.8% were females while 14.6% of Muslims were males and 4.8% females. 47.1% of male and 21% of the female respondents were located in the rural areas while urban males and females represent 20.7% and 11%. A greater percentage of the respondents with diploma and its equivalent were males (46%) and 21.8% females. Males that had no formal education were 2.8% and females 1.7%. The respondents that had primary and post primary level of education were 5.9% males and 2.9% females, while those that had HND/ Degree were 10.9% males and 7.9% females. Male and female respondents with low income were 9.5% and 3.8% respectively. Those with moderate income were represented by 44.1%

males and 24.5% females while those with high income were represented by 13.9% males and 4.0% females. Those in administration were 12% males and 3.6% females; those into education were 41.2% males and 20.8% females; those in the health sector were 6.8% males and 8.8% females while 4.9% of males and 1.7% of females were into other occupation. Those that had put in 0-5 years of service were 4.3% males and 2.2% females; those that had worked for 6-10 years was 29% males and 10.9% females while that that had served for more than 11 years were 37.7% males and 15.8% females.

Table 1: Selected characteristics of respondents

Selected Characteristics		Male	%	Female	%	Total
Sex		335	67.4	162	32.6	497
Age	15-25	27	5.9	11	2.4	38
	26-35	78	17.3	31	6.8	109
	≥36	212	46.9	93	20.6	305
Marital Status	Single	122	25.2	37	7.6	159
	Married	175	36.2	99	20.5	274
	Others	34	7.0	17	3.5	51
Religion	Christianity	247	52.8	123	26.8	370
	Islam	67	14.6	22	4.8	89
Educational Status	No formal education	13	2.8	8	1.7	21
	Primary/ post primary	28	5.9	13	2.9	41
	Diploma and equivalent	215	46.0	102	21.8	317
	HND/Degree	51	10.9	37	7.9	88
Income	Low ≤ ₦200,000.00	47	9.5	19	3.8	66
	Moderate ₦ 201,000 – 400,000.00	218	44.1	121	24.5	339
	High ≥ ₦ 401,000 - 600,000	69	13.9	20	4.0	89
Locality/ Workplace	Rural	218	47.1	98	21	316
	Urban	96	20.7	51	11.0	147
Occupation	Administration	56	12.0	17	3.6	73
	Education	192	41.2	97	20.8	289
	Health	32	6.8	41	8.8	73
	Others	23	4.9	8	1.7	31
Years of service	0-5	21	4.3	11	2.2	32
	6-10	143	29.0	54	10.9	197
	≥11	186	37.7	78	15.8	264

## Ways of Gaining Employment in the Local government

Table 2 shows ways of gaining employment in both sectors in the Local Government Area by gender. The table shows that employees that gained employment through friends were 12.9 % representing 8.3 % males and 4.6% females; through relations were 57.4 % representing 40% males while only 17.4% were females. In addition, only 20.7% were employed through a formal interview representing 14.4% males and 6.3% females while those employed through other ways made up only 8.7 percent representing 7.5% males and 1.2% females. The results further revealed no significant difference between male and female employees by ways of gaining employment in both sectors in the local government.

Table 2: Ways of Gaining Employment by Gender

	Male		Female		Total	
	No	%	No	%	No	%
Through friends	41	8.3	23	4.6	64	12.9
Through Relations	197	40.0	86	17.4	283	57.4
Through Interview	71	14.4	31	6.3	102	20.7
Other Ways	37	7.5	6	1.2	43	8.7
Total	346	70.2	146	29.8	492	100

Not Significant at  $p \leq 0.05$  and  $0.01$ ,  $df=3$

## Types of Employment Opportunities Available for males and Females

Figure 1 displays results on the available employment opportunities in both sectors; permanent and pensionable employees constituted 60% (males, 45% while females, 15%), those on casual status represented 16% (males, 11% and females, 5%) and those on contract status were 27% (males, 22% while females, 45%). In all segments of employment, males were the most dominant; this could be linked to their numerical strength compared to women in both sectors.

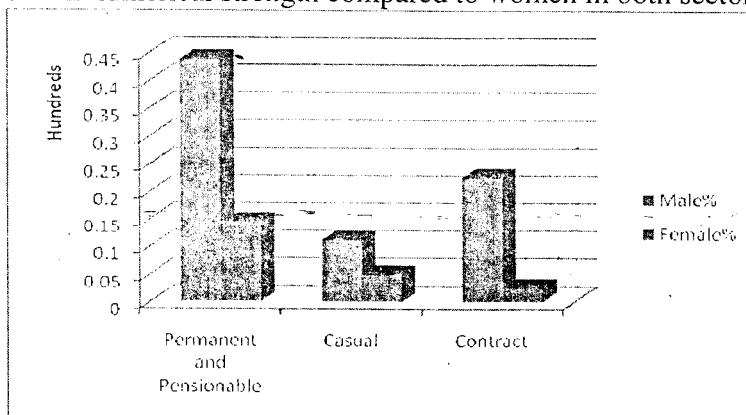


Figure 1: Types of Employment Opportunities available in both Sectors

## Relationship between Training Opportunities Attended at the Workplace and Some Background Characteristics of Employees

The relationship between promotion and background characteristics was analyzed in table 3. The results revealed positive relationships at  $p \leq 0.01$  and  $0.05$  with some Characteristics; Department deployed to at the workplace (.0491), educational status; for primary/secondary school level of education (.0294) and tertiary education (.0132) and years of service (.0166) while other characteristics such as age, marital status, religion, income and occupation revealed no positive relationship with training opportunities attended at the workplace.

Table 3. Relationship Between the background Characteristics of employees and Staff Training in the Local Government service.

Variables	Coefficient	Standard Error	Significant Level
Age	.227	.0251	.3653
Marital status	-.6010	.3860	.1194
Religion	.5523	.5255	.2932
Sex	.0916	.3397	.7874
Department	-.4901	.3397	.0491*
Occupation	-.1801	.5691	.7678
<b>Educational Status</b>			
No formal education	-.0880	.8827	.9206
Primary/Sec education	-.9528	.5248	.0294*
Tertiary education	-.0644	.4706	.0132*
<b>Income level</b>			
Low	.2868	.3942	.4670
Medium	.0551	.3676	.8808
High	-.4355	.3817	.2539
<b>Years of Experience</b>			
0-5yrs	-.0312	.3312	.9249
6-10yrs	-.38893	13.5241	.7737
11yrs+	-.3804	.4785	.0166*

\*Significant at  $p \leq 0.05$ \* and  $0.01$ \*\*

## Relationship between Promotion at the Workplace and Socio-Economic Characteristics of Employees

Results in table 4 revealed that some background characteristics had significant relationships with staff promotion, such as sex (.0305), educational status (.0426 for no formal education and .0155 for primary/post primary education) and years of experience (.0454): The table also shows that marital status, religion, age, occupation and income revealed negative associations. This indicates that characteristics with positive relationships were influential in staff promotion in the sectors.

Table 4. Relationship between Background Characteristics and Staff Promotion at the Workplace

Variables	Coefficient	Standard Error	Significant Level
Age	-.0211	.0235	.3685
Marital status	.01076	.3819	.7782
Religion	-.4745	.4691	.3118
Sex	-.1547	.3216	.0305*
Occupation	-.1204	.5765	0.9821
<b>Educational Status</b>			
No formal education	.1878	.7626	.0426*
Primary/post primary	-.6656	.4701	.0155**
Tertiary educ.	.1550	.4401	.7247
<b>Income level</b>			
Low	-.2866	.3797	.4600
Medium	.7746	.3412	0.2302
High	.2476	.3548	.4853
<b>Years of Experience</b>			
0-5yrs	.2044	.3150	.5164
6-10yrs	5.8432	13.5179	.0454*
11yrs+	.7490	.4645	.7710

Significant at  $p \leq 0.05^*$  and  $0.01^{**}$

## Discussion

Incompliance with one of the study objectives which sought to know the ways people gain employment in the study area, the study revealed that contrary to interview as the formal entry point to any establishment as an employee, majority in both sectors secured employment through relations constituted more than half the workforce. More males than females are employed in the local government area. This suggests that males were more favoured by relations in gaining employment than females; it also suggests patriarchy as pointed out by the Federal Ministry of Women Affairs and Social Development (2006). Comparatively, those who gained employment through formal interview which is recognized as the most conventional way where prospective applicants display intellectual and vocational traits to qualify them for the job accounted for less than one third(27%).It suggests too that employment through the conventional way was neglected by both sectors.

At the point of employment, employees are told what type of employment is available which has a strong likelihood to pre-empt their job status. Figure 1, results revealed that majority (60%) of those who were gainfully employed in the local government area were employed on permanent status with more males than females having a insignificant representation. This, by implication, point to the fact that, male employees of this status, constituted the bulk of the workforce and



were central in most decisions and responsibilities to the detriment of females. This also point to the fact that, female employees in these establishments, were less likely to be represented in decision making; and hence their interests.

Human capital development at the workplace is central to productivity which is achievable through training. The third study objective sought to identify determinants to accessing training opportunities in both establishments. The findings suggest that access to training opportunities in both sectors was gendered with a positive association of sex with training. This also indicates that the male employees had a higher likelihood to gain access to training compared to females. This is also supported by the fact that male employees were more gainfully employed than females. The educational status of employees was a yardstick for gaining access to training at the workplace; given its positive association with access to training. It was likely also that employees with less education were sent on training to up date their knowledge based on sectoral needs; as those without formal education and, those with primary and post primary education had positive relationships with training. In addition, the years spent by employees in both sectors maintained positive relationship with access to training; which suggests that the more years spent by employees, the more the chances to access training opportunities in both sectors.

A major indicator of growth up the ladder in any establishment is the promotability of its employees based on laid down criteria. The findings indicated that promotion was a function of sex, educational status and years of experience. This demonstrates that these factors were major players in access to promotion in both establishments given the positive relationships revealed by them. Also, given the importance of education to employees at the workplace, it has become a strong criteria used for promotion, being that educationally backward employees were at risks not to be promoted compared to their educated counterparts. Promotion could in both sectors (public and private) be viewed as gender bias. This is because of the positive relationship revealed by the sex of employees in accessing promotion. Other background characteristics such as age, marital status, religion, income and occupation had no influence on promotion or were not necessary requirements. The numerical dominance of males in both sectors is an indication of the entrenched patriarchy in securing paid employment in the establishments.

The gender of employees seem to be a major force to be reckoned with, as it concerns recruitment, job status and access to training and promotion opportunities at the workplace.

## **Conclusion**

The results proved that majority of the employees gained employment through relations with more males than females gaining employment in the study area. Also, more (60%) of the people were employed on permanent and pensionable status. Access to staff training opportunities in both the public and private sectors in Zango kataf local government area was a function of sex, educational status, locality of workplace and years of service while, access to promotion at the workplace was a function of sex, educational status and years of experience.

## **Recommendation**

Based on findings, the study recommends that:

- Employment in the study area should reflect the conventional way of entry which is through a formal interview than other means to guarantee fairness.
- Gaining promotion should not be gender bias and staff educational status is improved to enable access to promotion.

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