MANAGERIAL ROLE PERFORMANCE OF WOMEN LEADERS AND SUBORDINATES WORK ATTITUDES IN THE UNIVERSITIES, SOUTH-WEST, NIGERIA

BY

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DEDICATION

This work is dedicated to God Almighty for making this degree a reality for me. It is also for the women striving to make it to the top.
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ABSTRACT

Different views, most often innuendos, have often been made regarding managerial capabilities of women in leadership positions. This is even so when some women all over the world have distinguished themselves quite creditably in the workplace. This study sets out to investigate the nature of the relationship between university women leaders’ managerial behaviour and their subordinates’ work attitude towards them in universities, southwest Nigeria. The managerial role performance of women leaders was measured using the indicators of interpersonal, informational and decisional roles while the subordinates’ work attitude indicators were measured using commitment to work, acceptance of duties, and job involvement. Six research questions and their corresponding hypotheses were developed to guide the study. A descriptive survey research design was adopted for the study. The population comprised all the teaching and non-teaching subordinate staff of the selected universities in southwest Nigeria. Through Multi-stage sampling technique, two thousand and four hundred (2,400) subordinates were sampled. A 36-item questionnaire titled ‘Managerial Roles and Subordinates’ Work Attitude Questionnaire’ (MRSWAQ) was used to elicit data from participants. Also, an unstructured interview schedule titled ‘Women Leaders Managerial Roles and Subordinates Work Attitude Interview (WLMRSWAI)’ was administered to the women Heads of Departments in the universities. The questionnaire has a reliability coefficient of 0.84. The data collected were analysed using the Statistical Package for Social Sciences (SPSS), Version 20, involving both descriptive and inferential statistics. The Pearson Product Moment Correlation, t-test and One-Way Analysis of Variance (ANOVA) were used for testing the hypotheses at the 0.05 level of significance. The finding of the study shows that managerial role performance of women leaders has implications for subordinates’ work attitude of acceptance of duties, work commitment and job involvement; teaching subordinates had a more positive work attitude towards the managerial role performance of women leaders in the universities than the non-teaching subordinates; also, the subordinates in private universities had more positive work attitude than the subordinates in public universities. Female subordinates showed more positive work attitude to women leaders in the public universities than male subordinates, while male and female subordinates have the same work attitude in the private universities. Based on these findings, it was recommended that women leaders should be favourably disposed to their managerial performance in relation to their subordinates’ positive work attitudes outcomes. Also, the universities should provide leadership as well as technological and skill-building training for women and girls before and while in leadership positions.

Keywords: Women, Managerial role performance, Subordinates’ work attitude