

ISSN: 2141-3827.

CENTREPOINT JOURNAL

Humanities Edition



Volume 16

Number 1

June 2013

**A JOURNAL OF INTELLECTUAL,
SCIENTIFIC AND CULTURAL INTEREST**

CENTREPOINT JOURNAL

(Humanities Edition)

Published by the
University of Ilorin Library and Publications
Committee

<http://www.unilorin.edu.ng/ejournals/index.php/cp>

Funded by

 **TETfund**
TERTIARY EDUCATION TRUST FUND

Volume 16

No 1

June 2013

EDITORIAL BOARD

Chairman Editorial Board

Y.A. Quadri, University of Ilorin

Editor-in-Chief

Alfred A. Adegoke, University of Ilorin

Associate Editor-in-Chief

Charles Bodunde, University of Ilorin

Managing Editor

L.O. Aina, University of Ilorin

Business Manager

O.A. Adekunle, University of Ilorin

Secretary

Mr. Kunle Akogun, University of Ilorin, Ilorin,.

Editors

J.F Olorunfemi,	University of Ilorin, Ilorin, Nigeria
Wahab O. Egbewole,	University of Ilorin, Ilorin, Nigeria
Niyi Gbadegesin,	University of Ibadan, Ibadan, Nigeria
R. A. Dunmoye,	Ahmadu Bello University, Zaria, Nigeria
E.M. Uka	University of Calabar, Nigeria
Frederick Ocansey,	University of Cape Coast, Cape Coast, Ghana
Kembo Sure,	Moi University, Kenya
Steven L. Driever,	University of Missouri – Kansas City, USA
P. T. Sibaya,	University of Zululand, South Africa

Consulting Editors

Iyunolu F. Osagie,	Penn State University, USA
Anthony A. Olorunisola,	Penn State University, USA
P. G. Olson,	University of Missouri- Kansa City, USA
Olaniyi Bojuwoye,	University of Western Cape, Cape Town, SA
M. Opare,	University of Cape Coast, Cape Coast, Ghana
S. I. Oladeji,	Obafemi Awolowo University, Ile-Ife, Nigeria
O. J. Ehindero,	Obafemi Awolowo University, Ile-Ife, Nigeria
E. A. Akinade,	Lagos State University, Lagos, Nigeria
Omololu Soyombo,	University of Lagos, Lagos, Nigeria
P. B. Ikulayo,	University of Lagos, Lagos, Nigeria
Sunba Okayo Amuka,	Moi University, Kenya
Denni Ocholla,	University of Zululand, South Africa

Contents

EDITORIAL BOARD.....	ii
INSTRUCTIONS TO CONTRIBUTORS.....	iii
SUBSCRIPTION RATES.....	vi
Contents.....	vii

Understanding Relationship Management in Pre-colonial Yorubaland: A Perspective on Strategies of the Akoko Communities <i>Okajare, Solomon Tai</i>	1-18
--	------

The Practice of Human Capital Management among Small Scale Entrepreneurs: An Empirical Overview <i>Olatunji Abdulganiy</i>	19-40
--	-------

Uncensor the Minstrel, Uncage Human Rights- A Case for the Actualization of Human Rights through Music Genre in Igboland - Nigeria <i>Onuora-Oguno, Nnamdi Chiedu & Onuora-Oguno, Azubike</i>	41-60
--	-------

Gender Differences and Work Commitment in Selected Federal Universities in Nigeria <i>Adekeye, D. S.</i>	61-78
--	-------

Counselling Strategy for Effective Rehabilitation of Physically and Health Disabled <i>Bolanle, Segun Olakitan & Ajokpaniovo, Michael</i>	79-98
---	-------

Perception of Factors Responsible for Failure in WAEC Examinations by Secondary School Students in Kwara State, Nigeria <i>Bolu-Steve, Foluke Nike, Alfred A. Adegoke & Biobaku, Emmanuel Temitayo</i>	99-114
---	--------

External Intrusion and the Failed State Question: Is Nigeria Really a Failed State? <i>Akume, Albert. T & Philip, Dahida</i>	115-144
--	---------

In Quest of the Authentic Image of Islam in the 21 st Century <i>M.A. Bidmos</i>	145-158
Quality and Organizational Performance of Small Business Enterprises in Niger State <i>Mohammed Abubakar, Mawoli</i>	159-178
The Contribution of Nigerian Scholars to Arabic Language and Literature: A Case Study of <i>Al-Hifridul-Farid</i> of Shaykh Alikinla <i>Kamil Adeleke Adeyemi</i>	179-189

Gender Differences and Work Commitment in Selected Federal Universities in Nigeria

Adekeye, D. S.

Department of Sociology,
Faculty of Business and Social Sciences,
University of Ilorin,
Ilorin, Nigeria.

Email dsaekeye@gmail.com
dsadekeye_socuil@yahoo.com
Phone No.: +2348133584449

Abstract

In both developed and developing countries, statistics have shown that there is an increase in the presence of women in the work place and this has generated considerable interest in the study of gender related issues. Despite this, not much attention has been paid to the issue of gender diversity as it relates to work commitment. This study was designed to investigate whether there were any differences between men and women commitment to their job. The study selected 568 respondents drawn from three Universities using stratified random sampling. The study's primary data were generated through the use of questionnaires. The central research hypothesis tested in the study revolved around whether a difference in work commitment was due to differences in gender types. The t – test was employed to analyse the data. The main finding of this study is that female employees were found to be more committed than their male counterparts. This was confirmed by the t – test result ($t = 3.81$, $t_{0.05} = 1.96$, Df 566, since $t > 0.05$, Reject H_0). The main conclusion of this study is that gender type of the employees is a major determinant of their commitment level. The major recommendation is that in designing programme for reducing negative behaviours or lack of commitment among employees, organizations should take into consideration the central role of gender construct by promoting gender friendly policies in order to increase their level of commitment and organizational efficiency.

KEY WORDS: Gender, Commitment, Organization, Efficiency, Behaviour

Introduction

In every nation today, there has been an increase in the presence of women in the work place. According to Shelley, Stephen and Inpin (2007), the last few decades have been characterized by tremendous growth in the number of women working for organizations, the trend which has been

projected will continue worldwide. In African countries, the number of women in paid employment has started to change. Traditionally, African women have multiple responsibilities such as being mothers and producers. They tend to engage in activities that are home-based and of course, less risky (Nwoye 2007), while leaving the formal jobs for men to dominate. Specifically, in Zimbabwe, the employment of women has increased between 1980 and 2000 from 1% to 16% (Bureau of Labour Statistics, 2004). As at March, 2008, in Botswana, there were 59% males in all categories of formal employment while 41% were females (Central Statistic Office Botswana, 2008). The employment ratio of formal organizations in other African countries ranged from 17% in Mali to 49% in Mozambique and Tanzania (World Bank 1989).

The participation of women in the industrial sector in Nigeria is fairly low compared to their participation in the agricultural and service sectors. In 1994, 67% of women were involved in agriculture as opposed to 64% of men. For the same year, only 7% of women population could be found in the industrial sector. There has been a gradual increase in the participation of women since then, the percentage has increased to 26% as of 2004 (Amali, 2007) and 47% by 2005 (Akinsanya, 2011). For instance, women now constitute a considerable percentage of workers in previously male – dominated professions such as accounting, journalism, psychology, public service (especially teaching) and bartending. Indeed, in fields such as law, medicine and engineering, their proportion has been on the increase since 1970 (Obayan 2003, Adeyemi and Akpotu 2004).

Statement of the Problem

How best to explain differences in gender work commitment in organizations today has become an important issue. During the industrial revolution, majority of the workers were men, and so because of the homogenous nature of the workers, there was no contention about the issue of diversity in workers' behavior. This homogenous nature has drastically changed, giving way to diversity in the work place; most work organisations today experience gender differences and this difference is bound to produce different behavior in such organizations. According to Sousa-Posa and Sousa-Posa (2000), the upward increase in the number of women in the work force over the past thirty years has changed the work situation. Every work situation now experiences gender diversity no matter its magnitude and degree; the gender differences engendered by it are likely to have influence on behaviour. Some of such behaviours are positive, while others are negative in

their consequences on the performance or efficient functioning of the organizations (Stover, 1997). This explains why the primary tasks of managers of organizations the world over, is to get people to contribute activities that help to achieve the mission and goals of an enterprise, department or other organized units within it. (Weinhrich, 1983; Akindele, 2002). It is therefore important to note that guiding people's actions in the desired directions for the achievement of the organizational goals, requires a lot of commitment on the part of all the employees. In other words, what are the intervening variables that motivate or stimulate different work commitment levels among the employees? This assumption is tenable in all work organizations where mixed work-force exists i.e. men and women working together, and when based on gender stereotypes, women are discriminated against at work. For instance, Giddens, (2006) noted that in complex organizations today, there is a large concentration of women in low rated and low paid jobs; this is sometimes due to employers' decisions of hiring based on gender type. A situation like this often leads to adaptive responses on the part of women in the work setting. This thus explains why employees' behaviours in organizations vary across gender. It is in this context therefore that attempt is made to investigate the difference in men and women work commitment level and the variables that are responsible for such differences. To achieve the objectives of this paper, the research focuses on the following questions: (1) What is the difference between men and women's levels of commitments to work? (2) Is there any difference in the work commitment of men and women in the University system?

Objectives of the Study

The main objective of this study is to investigate whether an employee's gender has any significant place in the explanation or determination of his/her work commitment and behaviours. Based on the aforementioned fundamental objectives, the following are the specific objectives of the study: to (1) assess whether there is a difference between gender and employees work commitment, (2) investigate the differences in gender work behaviour in the Nigeria University system.

Literature Review

The Concept of Work Behaviour

According to Oxford Dictionary of Sociology, behaviour is seen in terms of an identifiable and measurable response to external or internal recognizable and measurable stimuli. If this definition is applied to the world

of work, it means that work behaviour is the expressed action of an employee or workers as regard his/her work. According to Adisa (2008), the scope of behaviour in organization is very wide. There is a multiplicity of interrelated factors which influence the behaviour and performance of people as members of a work organization. According to Aluko, (2008), there are subjective and objective dimensions of work behaviour. The subjective dimension has to do with psychological needs, aspiration and perception of work, which are represented by concepts such as job satisfaction, commitment, alienation, values, needs, goals, orientation to work and motivation. The objective dimension of work behaviour has to do with performance and they are represented by concepts such as productivity, labour, turnover, absenteeism, accident, strikes and other forms of industrial protest. Both the objective and the subjective dimensions interact to produce different types of work behaviour.

The objective of any management is to maximize and enhance productivity of its workers. Workers on the other hand have the intention of earning better wages and to work in a good environment. So the primary task of managers is to get people to contribute activities which help to achieve the mission and goals of an enterprise or of any department within it. Therefore, it is imperative for managers to know how to guide workers behaviour in desired direction in order to achieve the organization goals.

According to Maslow (1943) in his hierarchy of need theory, human motives are based on needs, whether consciously or subconsciously felt. Some are primary needs such as the psychological requirements of water, air, food, sleep and shelter. Other needs may be regarded as secondary such as self-esteem, affiliation with others, giving, accomplishment and assertion; these needs vary in intensity and over time, with various individuals. Based on this it is the responsibility of leaders or management to direct those factors that tend to induce employees such that optimum productivity is guaranteed.

The Meaning of Gender

Societies the world over can distinguish among their members in many ways, according to caste, class, race, language, religion, sex and age. Yet only the last two of such characteristics (sex and age) are used in all societies-small or big, simple or complex. (Nobelius, 2004) These distinctions are universal, for they are based on ascribed statuses that arise inevitably from human condition. Biologically, human species contain male and female and they all grow chronologically from time of birth to the moment of death.

Given the fact above, Vogel, Tucker, Wester and Heesacker (1999) have found that most groups, collective and societies throughout history differentiate between women and men's societal roles. In the same vain Chindy, Leah, Kristina & Diane (2009) posited that from birth, children are surrounded by information that communicate the belief, role and behavior that are considered appropriate for each gender group. Thus every society categorizes its members according to sex, treating men and women in different ways and expecting different patterns of behaviour from them. The social and cultural expectation of men and women is what is known in contemporary time as gender. By this, sociologically, there is a distinction between sex and gender. According to Annan-yao, (1998) sex is a biological term, while gender is a psychological and cultural concept. This mean that if the proper term for sex are 'male' and 'female', the corresponding terms for gender are 'masculine' and 'feminine', the latter may be quite independent of (biological) sex. This explains why Karrasch (2003) described gender as the amount of masculinity or femininity found in a person. Although, there are mixtures of both in many humans, the normal male has a preponderance of masculinity and the normal female a preponderance of femininity.

Annan-yao, (1998), explained further that gender refers to purely social characteristics, such as differences in hair styles, clothing patterns, occupational roles and other culturally learned activities and traits the members of any society tend to assume. Each society expects men and women to play specific gender roles, the behaviour patterns, obligations and privileges that are considered appropriate for each sex and because the social statuses of the sexes are generally unequal, these gender roles tend to reflect and reinforce whatever sexual stratifications already exist.

However, it is clear from the above that gender affects members of a society in many ways, including the world of work. According to Giddens, (2006), an area where the division of society by sex (gender) affects members is in the work place, that is, modern industrial employment where workers get unequal pay or wages and expect different work behaviour based on gender difference. For instance, according to Rake, (2000), in Britain as at 1999, women in full-time employment earned 84 pence for every pound earned by a man working full-time. One fundamental question to be asked at this point is: why is there discrimination against female wage workers in modern industrial societies where rational calculation and achievement are the rules?

The above situation of gender inequality in the work place has been found to have implication for work commitment of women in organizations. Loscocco (1990) for example, observed that once an occupation has become

gender typed, inertia sets in. The significance of this, is that the very conditions of women-low jobs lead to adaptive responses on the part of women-low job commitment, few career ambitions, high turnover, seeking alternative rewards in social relations-which fortify the image of women as suitable for only lower-level jobs.

The concept of gender is certainly an important sociological issue. In the analysis of small groups done by Parson and Bales, (1955), they maintained that men's and women's roles are complimentary as both are necessary for the survival of the family, in particular, and the society in general. So the distinction made by societies affects a wide range of human activities. For instance, a person's behaviour is often seen as a function of his gender type. It then seems, from all the illustrations mentioned, that gender influences motivation to behave in a particular way especially with regards to work. Gender then becomes a concept, which is simply used, often with great difficulty, to explain the differences in work behavior and commitment of men and women in organizations.

Gender Differences

The question that has been agitating the inquisitive mind is what accounts for the noticeable differences in gender behaviour generally. In academic researches, two important factors have been singled out for discussion: these are biological and cultural factors. The biological aspect of gender consists of the physical differences between man and woman. According to Conner (2007), no one can argue the fact that men and women are physically different. He maintained that the physical differences between men and women are rather obvious and most of them can be seen and easily measured. As a clinical and medical psychologist, Conner noticed that men and women are different with regards to weight, shape, size and anatomy. These clinical differences noticed between men and women result to functional advantages which have survival value.

Other differences between men and women which are often mentioned include: the way they think, their memory and their sensitivity. In addition to all these, it is women folks that have the capacity to ovulate, carry a fetus until delivery, and provide it with milk after birth. It is men on the other hand that have the ability to provide and transmit sperm. Although these biological differences have helped to produce behavioural differences between men and women, in reality, such behavioral differences are far less clear and are sometimes not linked to biological differences. For example, Heritage (1993) noted that many of the characteristics that were associated with being male or

female reflect cultural beliefs and practices rather than fundamental differences. He noted that people were taught gender roles of their status or position that they are expected to play at the early stage. To be more specific, Greenhaus and Parasuraman(1999) observed that in Zaire, school age girls spend one-third as much time in school as boys do; and they are responsible for most of the heavy work. This implied that culturally, boys are better encouraged to go to school than girls.

The implication of the above observation is that gender roles represent the earliest division of labour among human beings. That is, we are all born into societies with well established cultural guidelines for the behaviour of men and women. An important question arising from the above is whether such biological and cultural-related gender differences affect work behaviour and commitment.

The study carried out by Steers and Rhodes, (1984), indicated that role specialization often occurs in mixed-gender groups, where men exhibit more task-related behavior and attempt to assume group leadership, while women show more yielding, positive and negative expressive behaviours. Similar gender differences have been found in studies of dominance, assertiveness and influence (Aries, 1982; Eagley 1995; Johnson, May and Whitney, 1995 and Nobelius, 2004). Although some researchers have noted important moderations to these findings, such as task contents or settings (Schneider and Northcraft, 1990), the basic gender differences found in mixed gender groups persist (Hollingshead and Fraidin, 2003).

Another crucial area in which gender differences has been investigated is in work commitment. Throughout, the available literature in the area of gender studies, there are different findings about gender and work commitment. In the work of Kelley, et al (1990), they found that employee's commitment is related to organizational support, job characteristics and perception of gender discrimination. Their findings concluded that the level of job commitment of women is lower than that of men. Other authors who also assert that women were less committed to their work than men include Yannario and Dubinsky (1988), Schwartz, (1989) and Karrasch (2003). However, there are some researchers like Hrebiniak and Alutto; (1972), and Gutek, (1988), who appear to be focused on the continuance component of commitment and argued that women are more committed to organizations. This research work will also provide another opportunity that could help to bridge some of the gaps created by the varying views on the issue of gender and work commitment. An important conclusion that can be drawn from the array of literature which we have reviewed, is that all human behaviours are

seen as outcomes of one stimulus or the other, and that many variables are found to be responsible for the differences in human behaviours.

Theoretical Orientation

Socialization Theory: Sociologists and other social scientists generally attribute many of the behavioural differences between genders to socialization. According to Oething and his associate cited by Annan-yao, (1998) socialization is the transmission of societal norms during childhood and adolescence within society. These theorists opined that socialization is the process of transferring norms, values, beliefs and behaviours to future group members. In gender socialization, the groups people join are the gender categories, males and females. Thus, gender socialization is the process of educating and instructing potential males and females as to the norms, behaviours, values and beliefs of group members. In the same vain Oakly (1974) stressed that gender is socially constructed in the sense that differences in the behaviour of male and female are learnt rather than being the inevitable result of biology.

This theory is relevant to this study because socialization process influence the way male and female behave in the society. The distinction that is generated through socialization influences a wide range of human behaviour, including how people speak, dress, walk, choose a career and their interaction in the work place.

Another theory that can be employed to explain the differences in gender behaviour and their commitment to work is the complex man model under the behavioural psychology theory. According to Schein, (1965), man is not only "more complex within himself, being possessed of many needs and potentials, but he is also likely to differ from his neighbour in the patterns of his own complexity". Based on this assumption, a model of man as a complex being is necessary, in order to give an explanation of human behaviour in organization. Schein (1965) described the complex man in the following words:

1. Man is not only complex, but also highly variable. He has many motives, which are arranged in some sorts of hierarchy of importance to him, but this hierarchy is subject to change from time to time and situations to situations. Furthermore, motives interact and combine into complex motive pattern.
2. Man is capable of learning new motives through his organizational experiences; hence, ultimately his pattern of motivation and the psychological contract which he establishes with the organization

is the result of a complex interaction between initial needs and organizational experiences.

3. Man's motives in different organizations or different sub-parts of the same organization may be different; the person who is alienated in the formal organization may find fulfillment of his social and self-actualization needs in the union or in the informal organization. If the job itself is complex; such as that of a manager, some parts of the job may engage some motives while other parts engage other motives.
4. Man can become productively involved with organization on the basis of many different kinds of motives; his ultimate satisfaction and the ultimate effectiveness of the organization depend only, in part, on the nature of his motivation. The nature of the task to be performed, the abilities and experience of the person on the job and the nature of the other people in the organization all interact to provide certain patterns of work and feelings.
5. Man can respond to many different kinds of managerial strategies, work environment variables depending on his own motives and abilities and the nature of the task. In other words, there is no one correct managerial strategy that will work for all men at all times.

The complex man model as a theory of organization behaviour has very broad perspectives and takes care of the differences that exist among workers (male and female). The usefulness of the complex man model to the study of organization behaviour and work commitment is based on the fact that the model is able to account for the differences that are normally noticed in organizations among workers. The model is able to take care of differences from male to female and also complexity within each individual; in other words, the variability in the needs of individual across time or duties.

From the complex man model under the behavioural psychological theory, a number of conclusions can be drawn:

- a. That individuals can be seen as having personality needs and generalized motives. These needs may be arranged in a hierarchy starting with physiological and safety needs and moving towards the needs for self – actualization.
- b. That these needs and motives are understood to exert a direct influence on work behavior such as commitment, absenteeism and turnover.
- c. That behaviour is thus explained when we have shown the need or motives upon which it is based.

Research Methodology

The focal point of this research consists of some selected tertiary institutions in Nigeria. There are three dominant ethnic groups in Nigeria; three federal institutions were selected for the study, one from each of the regions where we have the major ethnic tribes. The universities selected are: *the University of Ibadan; University of Port Harcourt and the University of Maiduguri.*

This research work is designed as an empirical examination of the relationship between gender factor and employees work commitment. The study employed sample survey research method. This research design was found to be relevant for this study as it enables description, explanation and comparisons of both male and female components of the research population as contained in the research questions and the research hypothesis through the administration of structured questionnaire.

The study made use of two important variables namely; the gender characteristics of the employees as independent variables, while commitment is the dependent variable. It is important to mention that the independent variable in this research work is a nominal variable that was dichotomized into male and female, while the dependent (work commitment) was measured as continuous variable. The study therefore utilized the factorial design (used by Lefkowitz, 1994) to ascertain the effects of gender on work behaviour.

The study sample consists of 600 respondents drawn from three federal universities; two hundred respondents were drawn from each of the universities in order to give them equal representation. One university each was randomly selected from the three major cultural regions of Nigeria. In each of the universities, two hundred questionnaires were administered to the respondents using stratified random sampling. In each of the universities, the staffs were categorized into two, the academic staff and the non-academic staff. The adopted ratio is proportionate to the percentages of the various occupational groups given in the statistics from the establishment units of all the sampled universities. The questionnaires were administered on the same number of male and female, although the various institutions' staff statistics reflect the fact that there are more males than females. However, the same number of males and females were sampled in order to have a good and unbiased comparison.

Five Hundred and Sixty Eight (568) respondents eventually participated as the research respondents. These were the number of questionnaires that were properly filled, returned and found useful for the study; this number constitutes 94% of the total questionnaires distributed.

Since the percentage of the returned questionnaire was well above average, any decision made on this percentage of the returned questionnaire would certainly eliminate any form of bias.

The data were analyzed using the student 't' test to determine the possible differences between the participating male and female characteristics and their work behaviour, because 't' test is a test of associations and to compare the mean to know whether there are statistical differences between the two populations, using 0.05 as a level of significance for establishing the existence of relationship or the significant differences.

The main hypothesis of the study is to test whether there is a significant relationship between gender and work commitment. The data collected from the field is discussed below.

Results and Discussion

1. Work commitment

The percentage frequency distribution of the respondents with respect to work commitment shows that 36.9% (105) of male and 48.9% (139) of female respondents strongly agreed that their level of job involvement is very high, 25% (71) of male and 26% (74) of female respondents chose agreed, 27.4% (78) of male and 12.6% (36) of female respondents disagreed, while the rest number of the respondents i.e 10.5% (30) of male and 12.3% (35) of female respondents strongly disagreed with the statement that there is nothing that can change their level of job involvement in the organization. The second variable of work commitment sought to know whether the employees intend to leave the organization. The pattern of response reveals that 25% (71) of the male and 40.8% (116) of female respondents strongly agree that they do not have the intention of leaving the organization. Another 16.7 % (48) of male and 29.5% (84) of female respondents also agreed, while 36.6% (104) of male and 18.6% (53) of female respondents disagreed and 21.4% (61) of male and 10.95 (31) of female respondents strongly disagree.

The third variable of work commitment sought respondent's opinion on whether they can invest their personal resources in the running of their organization if the need arise. The pattern of response showed that 30.8% (88) of male and 38.3% (109) of female respondents strongly agreed with the statement. 25.9% (73) of male and 22.5% (64) of female respondents agreed. On the other hand 32% (91) of male and 33% (94) of male respondents disagreed, while 11.2% (32) of male and 5.9% (17) of female respondents strongly disagreed with the statement. The last variable sought to know if there is anything that can make the respondents not to come to work. The

pattern of response indicated that 42.6% (121) of male and 44.5% (127) of female respondents strongly agreed, 36.2% (103) of male and 33% (94) of female respondents just agreed. 15.4% (44) of male and 15.8% (45) of female respondents disagreed and 5.6% (16) of male and 6.3% (18) of female respondents strongly disagree. See table A

TABLE .A. DISTRIBUTION OF RESPONDENTS OPINION ON WORK COMMITMENT

Variables of Work Commitment	Opinion about work commitment									
	RESPONSE	STRONGLY AGREE		AGREE		DISAGREE		STRONGLY DISAGREE		
	SEX	NO	%	NO	%	NO	%	NO	%	
There is nothing that can change my level of involvement.	Male	105	36.9	71	25.0	78	27.4	30	10.5	
	Female	139	48.9	74	26.0	36	12.6	35	12.3	
I don't intend to leave this Organization.	Male	71	25.0	48	16.9	104	36.6	61	21.4	
	Female	116	40.8	84	29.5	53	18.6	31	10.9	
I can invest my personal resources to run this organization.	Male	88	30.9	73	25.7	91	32.0	32	11.2	
	Female	109	38.3	64	22.5	94	33.0	17	5.9	
There is nothing that will make me to absent myself from work.	Male	121	42.6	103	36.2	44	15.4	16	5.6	
	Female	127	44.7	94	33.0	45	15.8	18	6.3	

Source: Research Survey 2008

The data presented in table above shows that female respondents agreed more with all the positive statement on work commitment than their male counterpart. For instance, more female respondents' i.e 48.9% were more involved in their job than the male, because only 36.9% of male respondents were really involved in their own job. Secondly, more female respondents also signified their continuous intention of work in the University system. In other words, 40.8% of female and 25% of male respondents signified their continuous interest of working with the University system; this indicates that if there is better offer of employment in other Organizations, more of the male are likely to apply and leave their present employment in the University. It can also be inferred from the result that more female respondents (38.3%) responded that they can invest their personal resources in the running of the organization if it becomes necessary compared to 30.9% of male respondents. The percentage for male and female respondents on whether there is anything that can make them not to come to work was almost equal. In order to confirm the differences noted in the frequency table, the

variables were subjected to 't' test to know the relationship between gender and work commitment

11. Test of Hypothesis on Gender and Work Commitment

In order to calculate the 't' test statistics, all the scores on items Table "A" were combined and cross tabulated with gender. Some of the correlates of work commitment under these items are: level of involvement, intention to leave the organization, ability to invest personal resources and absenteeism. To actualize this objective, the following hypotheses were subjected to 't' test.

H₀: That there is no significant difference between gender and work commitment.

H_i: That there is a significant difference between gender and work commitment.

TABLE B. Table Showing Differences between Gender and Work Commitment. T-test Procedure

Source of Variable	N	X	SD	DF	Cal 't'	t _{0.05}	Decision
Male	284	5.23	1.74	566	3.	1.9	H ₀ : Rejected
Female	284	11.91	2.37		81	6	

Remarks: $t = 3.81$, $t_{0.05} = 1.96$, $DF = 566$, since $t > t_{0.05}$, Reject Null hypothesis.

Source: Table (b) calculated from the scores of the responses from items A.

The table above shows that there is a significant difference between gender and general work commitment ($t = 3.81$, $t_{0.05} = 1.96$, $DF = 566$). The conclusion is based on the fact that the 't' calculated is more than the table value of 't' at 0.05 significant level and 566 degrees of freedom. The calculated 't' is 3.81, while that of table 't' is 1.96; the interpretation that can be deduced from the result is that there is a significant difference between men and women and general work commitment. This is also confirmed by the differences in mean for both sexes (Men $X = 5.23$, women $X = 2.37$).

Based on the above, the findings indicate that there is a significant difference between gender and work commitment and that female workers are more commitment to their work than the male workers. This finding is in contrast with the findings of Kelley et al (2007), which state that employee's work commitment is related to organizational support, job characteristics and

perceptions of gender discrimination. They concluded that the level of job commitment of women is lower than that of men, whereas the level of organizational commitment is the same for both sexes. They explained further that the lower level of job commitment of women is due largely to their strong perception of gender discrimination, receiving less challenging jobs and assignments and engaging in a low level of leader - member exchange. In another study by Karrasch (2003), he also concluded that women are less committed to their work than men. This may be due to the fact that women place less importance on their work roles and place higher importance on family roles. This assertion also posited that women establish their identities through their interdependent, nurturing relationships with others, whereas men's socializing process leads them to identify themselves as independent, assertive and goal oriented. On the other hand, the findings of Angle & Perry, 1981, support our findings, as they also found that women are more committed than men to the organization. Their argument is that women must overcome more obstacles in order to gain employment and have less organizational mobility than men.

Conclusion and Recommendation

From this study, it can be concluded that the respondents' gender has enormous influence on their perception about work commitment and subsequently on their work behavior. The female employees were found to be more committed to work than their male counter-parts especially the junior category.

As such, efforts should be made to improve the quality of the work environment. This is because a good working environment that values and respects the interest of employees is likely to foster a positive work-related attitude and good quality service delivery. In view of this therefore, intervention to improve staff working environment conditions must be a necessary focus on promoting gender-friendly policies.

It is also recommended that more females should be employed in the University system, especially in the junior staff category since they are found to be more committed to their work than their male counter-parts.

References

- Abraham, H. M. (1943). Hierarchy of Need Theory. *Psychological Review*, 50: 370-396
- Adeyemi, K. & Akpotu, N. (2004). Gender Analysis of Student Enrolment in Nigeria, *Universities Higher Education*. 48: 361-378
- Adisa, A. L. (2008). The Influence of Behaviour in Work Organization. In Ogunbameru, O. A. & Oribabor, E. P. (eds) *Industrial Sociology*, (pp.147-166), Penthouse Publication.
- Akindele, R.I. (2002). The Effect of Gender Variables on Motivational Factors in the Food and Beverages Industry in Nigeria. (An Unpublished M. Phil Thesis), Department of Management and Accounting, Faculty of Administration, Obafemi Awolowo University, Ile-Ife, Nigeria.
- Akinsanya, A. O. (2011). Empowerment of women in wage employment in Nigeria: The relevance of Workers education. *Journal of Social Sciences*, 27 (1) 59-65
- Aluko, M. A. O. (2008). Major Concepts in the Study of Work Behaviour. In O.A. Ogunbameru & E.P. Oribabor (eds.) *Industrial Sociology*, (pp.130-146), Penthouse Publication.
- Amali, E. (2007). Gendernomics of Women Work and Economics. (An Inaugural Lecture delivered at University of Ilorin. 20th June).
- Angle, H. L. & Perry J. I. (1981). An Empirical Assessment of Organizational Effectiveness. *Administrative Science Quarterly*, 26: 1-14.
- Annan-Yao, E. (1998) Women Education and Population Growth in Africa. ESP 27 ADB Abidjan. May. 26-37.
- Aries, E.J. (1982). International Patterns and Themes of Male, Female and Mixed Groups. *Small Group Behaviour*, 7: 1-8.
- Berger, B. (1972). Status Characteristics and Expectation State. In J. Berger M. Z. & B. Anderson (eds.) *Sociological Theories in Progress*, (pp.47-73), Boston: Houghton Mifflin.
- Botswana Statistics Office (2008). *Central Statistics Office*. Gabrone: Botswana.
- Brown, J. K. (1992). A Note on the Division of Labour by Sex. In Nona, G. and Helen Y. (eds.) *Women in a Man-Made World*, 2nd ed. Chicago: Rand McNally.
- Bureau of Labour Statistics (2004). *Labour Force Statistics from the Current Population Survey*. Washington D.C.: US Department.

- Chindy, F.M., Leah, E.L., Kristina, M.Z. & Diane, N.R. (2009). Accessibility of Gender Stereotype Domain: Developmental Gender Differences in Children. *Sex Role* 60: (11-12), 870-881
- Conner, M. G. (2007). Understanding the Differences between Men and Women. *Article Summary* by Libral 1977. Nintex: World Flow.
- Eagly, A. H. (1995). The Science and Politics of Comparing Women and Men". *American Psychologist*. 50: 45-158.
- Giddens, A. (2006). Introduction to Sociology. 5th edition. New York, London: W. W. Norton and Company Inc.
- Gutek, B.A. (1988). Sex Segregation and Woman at Work: A Social Role Selective Review. *Applied Psychology: An international review*, 37: 103-120.
- Greenhaus, J. H. & Parasuraman, S. (1999). Research on Work, Family and Gender: Current Status and Future Direction. In G.N. Power (Ed.) *Handbook on Gender Work*, (391- 412) Oaks: CA Sage.
- Heritage, J. (1993). Feminization and Unionization: A case Study from Banking. In Eva Gamarinkow (Ed.), *Gender, Class and Work*, (131-148) London: Heinemann.
- Hollingshead, A.B. & Fraidin, S.N. (2003). Gender Stereotypes and Assumptions about Expertise in Transactive Memory. *Journal of Experimental Social Psychology*, 39: 355-363.
- Hrebianiak, L. G. & Alutto, J. A. (1972). Personal and Role Related Factors in the Development of Organizational Commitment. *Administrative Science Quarterly* 17: 555-573
- Johnson, S.E; May, K.K. & Whitney, K. (1995). Understanding the Dynamics of Diversity in Decision Making Teams. In R. A. Guzzo & E. Salas (Eds.) *Team Effectiveness and Decision Making in Organizations*, (204-261) New York: Prentice Hall.
- Karrasch, A. I. (2003). Antecedents and Consequences of Organizational Commitment. *Military Psychology*, 15: 225-236.
- Kelley, S. W., Ferrell, O. C. & Skinner S. J. (2007). Ethic Behavior among Marketing Researchers: An Assessment of Selected Demographic Characteristics. *Journal of Business Ethics*, 9: 681-688.
- Lefkowitz, J. (1994). Sex-related Differences in Job Attitude and Dispositional Variables. Now you see them. *Academy of Management Journal*, 37: 323-349.
- Loscocco, K. (1990). Reactions to Blue-Collar Work: A Comparison of Men and Women. *Work and Occupation*, 17 (2): 152-177.

- Nobelius, A. (2004). What is the difference between sex and gender. <http://www.med.monash.edu.au/gendermed/sexandgender.html> (accessed on 18/11/2013)
- Nwoye, M. I. (2007). Taking Women to Task in a Gendered Economy: The opportunity Cost of Neglecting the Recourses that African Women Represents. A paper delivered at the Women's World Conference Kampala, Uganda.
- Oakly, A. (1974). *The Sociology of Housework*. Martin Robertson: London: Maurice, Temple and Smith Pearsons.
- Obayan, P. (2003). Girls and Women Education: A Perspective of the Challenge in Nigeria. *The Nigerian Social Scientist*, 6 : 2 September.
- Parsons, T. & Bales, R. K. (1955). *Family Socialization and Interaction Process*. London: Rutledge and Kegan Paul.
- Rake, k. (2000). *Women's income over the life time*. London: HMSO.
- Schein, E. H. (1965). *Organizational Psychology*. (2nd ed.) Englewood: Cliff N. J. Pretice – Hall.
- Vogel, D. L., Tucker, C. M., Wester, S. R. & Heesacker, M. (1999). The Impact of Sex and Situational Cues on the Endorsement of Traditional Gender – Role Attitudes and Behaviors in Dating Couples. *Journal of Social and Personal Relationships*, 16: 459 – 473.
- Weihrick, K.O. (1983) *Management*, 7th Ed. New York: McGraw Hill
- Wilson & Barash (1975). Sociological Analysis. *Sociobiology and Behaviour*, (2) 39, 79-91
- World Bank, (1989). *Gender and Development in Middle East and North Africa*. World Bank Publication.
- Schneider, S.K.F & Northcraft, G.B. (1990). Three Social Dilemmas of Workforce Diversity in Organizations: A Social Identity Perspective. *Human Relation*, 52 : 1445-1467.
- Schwartz, F. (1989). Management Women and New Facts of Life. *Harvard Business Review*, 67 (1): 65-76.
- Sousa-Poza, A. & Sousa-Poza, A.A. (2000). Taking another look at the Gender/Job Satisfaction. *Paradox Kyklos*, 532: 135-152.
- Shelley, J. C., Stephen, B. & Inpin, K. (2007). Globalizing Gender Justice. *American Journal of Sociology*, 112: (5): 1297-1338.
- Steers, R.M. and Rhodes, S. (1984). Major Influence on Employee Attendance: A Process Model. *Journal of Applied Psychology*, 63: 391-407.

- Stover, D.C. (1997). The Stratification of Woman within Organizations. In P. Dubeck and K. Borman (eds.) *Woman and Work: A Reader*, 317-320
- Yannario F.J. & Dubinsky A.J. (1988). Employee responses: gender or job related differences. *Journal of Vocational Behaviour*, 32: 366-383.