

Decision-Making Skills as a Framework for Good Governance among Political Administrators in Ibadan Metropolis, Oyo State, Nigeria

Afolakemi O. OREDEIN¹, Adekemi Felicia OPATUNDE²

^{1,2} Department of Educational Management Faculty of Arts & Education Lead City University, Ibadan Oyo State, Nigeria



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Corresponding author:

Afolakemi O. OREDEIN

Abstract

Good governance is freedom, liberty, access to life and a sense of fulfillment in a place where one is a citizen. This study investigated the leadership styles and decision-making skills as determinants of good governance in the Ibadan metropolis. Previous researchers had examined the problem of bad leadership at various levels of public administrations or governmental establishments to find enduring solutions to leadership crisis but much work has not been done in respect of leadership styles and decision-making skills as determinants of good governance in the Ibadan metropolis. The descriptive research design was adopted, multi-stage, purposive and simple random techniques were used to select the respondents. The total retrieved questionnaire was 804 (93.7% of 858 sampled). A self-designed questionnaire that yielded a reliability coefficient of $r = 0.81$ was used for data collection. Five research questions and four hypotheses guided the study. The findings of the study revealed that the state of governance among political administrators is on an average level as viewed by community members, local government staff and ward councilors (mean = 1.89, 1.78 and 1.71) respectively. Also, community members' opinions about the prevalent leadership style adopted by political administrators were Laissez-faire (mean = 2.02), local government staff and councilors' opinions were autocratic (mean = 2.16 and 2.12) respectively. Community members' opinion about the prevalent leadership decision-making skills adopted by political administrators was consultative (mean = 2.09), local government staff and councilors' opinions were non-participative (mean = 2.16 and 2.06) respectively. It was revealed that leadership styles and decision-making skills indices have combined significant influence on good governance ($R^2 = 0.199$, $F_{(6, 602)} = 24.994$; $p < 0.05$). It is recommended that the democratic leadership style and participatory decision making should be adopted by the political administrators. Furthermore, it was recommended that there should be a gender balance among the political administrators.

Keywords: Leadership Styles, Decision-making, Political Administrators, Good Governance

Introduction

Good governance characteristically entails some qualities such as rightly exercising authority, the ability to problem-solving and conflict resolution, the capacity to manage resources efficiently for development, and a high level of responsiveness to the needs and the interest of the citizens. This kind of governance that promotes gender equality, sustains the environment, enables citizens to exercise personal freedom and provides tools to reduce poverty, deprivation, fear and violence would do so through good decision-making skills (Petesch, 2015). Although there may exist some

other frameworks to determine the goodness of certain governance, still, it should be noted that good governance is borne out of good leadership and, for this reason, leadership would be conceived of as the process of making the decision and influencing others to understand and agree with what needs to be done and how it can be done effectively, and the process of facilitating individuals, coupled with collective efforts to accomplish the shared objectives. Leadership should be viewed as the heart of the public sector in governance and it is vital to the overall development of a nation as well as the welfare of the citizens. As such, the thematic preoccupation of this paper is to examine how decision-making

skills have an architectural role in begetting good governance among political administrators in the Ibadan metropolis.

A framework of Decision-making among Administrators

The concept of decision-making skills in its generality is conceived of as the skills involved in the selection of a belief or a course of action among several alternative possibilities. It is also the skill of selecting a logical choice from the various available options. In the words of DeSeve (2016, p.8), the framework of decision-making is the architecture that informs how decisions are made and create a blueprint for making them, and within the framework, some processes guide the steps in making decisions and inform their timing. The inference drawn here is that decision-making is the process that defines expectations in the form of objectives, invests appropriate authority for the realisation of these expectations, and appraises performance. To be broader in sense, Jerzy (2017) argues that 'the decision-making is widely believed as a fundamental function in organisations and effectiveness and failure of managers or the organisation mainly hinges upon the quality of decisions.'

According to Apostolopoulos, George and Krikor (2016), since decisions are considered as the heart of success, therefore, the dominant view in management theory and practice describes the 'decision-making role' as the 'heart of executive activities' and omnipotent in an organisation's success or failure. Decision-making, according to them, is about facing a question, such as, 'To be or not to be?' which means choosing from two or more alternatives. However, it should be noted that the measure of success is not whether you have a tough decision to deal with, but whether you have the resolve to implement it or not. This is so because of its obvious evidence from hundred thousand examples of our daily life that it does not take much strength to decide what to do, but it requires great strength to do things. This view is supported by the words of Herbert A. Simon, a noble laureate of 1978, cited in Adeosun (2012) that the rationale decision-maker is assumed to know the relevant aspects of his environment to be able to grab all possible options/ alternatives that can be made available as a solution of the problem in hand; decision-maker is aware of the likely consequences that may follow (each) the alternative that is selected; and a well-organised and stable system of preferences and skill that enables him to calculate preferences/consequences of each alternative being considered.

In every sector where leadership is manifested, gender and age are two major factors affecting the effectiveness of any decision made. Among political administrators in Nigeria, particularly, the power to make certain decisions that would prove the goodness of governance has long been under the disruption of factors of gender and age. On one hand, men are assumed to be favourably favoured in the matter of leadership and decision making while women are unarguably marginalised at every level of governance. The issue of gender equity is a global phenomenon that is apparent when we observed that there is no provision for gender policy, women's right, to assume a position of authority and decision-making skills that can empower them at all levels. This impediment is usually excused in Nigeria for some reasons which include cultural practices, deficiency in education, colonial legacy, wrong religious beliefs or indoctrination and poor economic status. At another

hand, consideration for age in the political administration in Nigeria seems to be lopsided having more leaders whose contributions have not much been observed in respect to giving regard for the rule of law, ability to take relevant or current decisions and to ensure all-inclusive governance. Youth in Nigeria includes citizens of the federal republic of Nigeria aged 18-29years, variance in chronologies are used in defining youth and are addressed by members of the state in accordance to their particular society. Thus, the two factors – gender and age – are fundamental presuppositions that judge the effectiveness or otherwise of decisions being made by political administrators in Nigeria.

Approaches to Decision

Largely, there are three approaches to decision-making and they include:

Rational Perspective: This approach sees people as naïve economists. According to Adeosun (2012), this approach mostly yields positive results as it is easy to model mathematically. First, the people order their preferences and then the decisions are made to achieve those preferences based on rational judgments in pursuit of maximum expected utility.

Psychological Perspective: It views people as naïve psychologists. It does not mean that people are fundamentally irrational. In other words, it revolves around mental shortcuts (heuristics) that help us to make quick decisions and are well suited to fast-paced intuitive judgments and actions. The approach, having optimistic and more pessimistic versions, both, sees people as driven to achieve cognitive mastery of their environment (Adeosun, 2012).

Social Perspective: This perspective observes people as naïve politicians. The approach, in the view of Hersey, Blanchard and Johnson (2008), contends that an important goal in decision making is to satisfy the constituencies to which the decision-makers feel accountable. The key question from this perspective is 'What strategies do people use in managing accountability to social groups and norms?' This is the domain of sociology and institutional theory in particular.

Largely, there are two central ways of dealing with decision making in administrations. These include participatory decision-making and consultative decision-making. For participatory decision-making, members of an organisation collectively partake in the process of making decisions with which their organisation is going to build on and which will, in turn, help to actualise and reinforce the goal of the organisation. In politics, particularly, this is understood in such a way whereby all members of a particular government including citizens and stakeholders actively decide what their government would operate. This way, the spirit of communalism would be shown and no one would be liable to blame. Milson (2015), taking the direction of business administration, claims that the primary aim of participatory decision-making is for the organisation to benefit from the 'perceived motivational effects of increased employee involvement.' Participatory decision-making is important where a large number of stakeholders are involved from different walks of

life, coming together to make a decision that may benefit everyone. Some examples are decisions for the environment, health care, anti-animal cruelty and other similar situations. In this case, everyone can be involved, from experts, NGOs, government agencies, to volunteers and members of the public.

Hersey, Blanchard and Johnson (2008) have once posited that 'participatory decision-making is known by many names including shared leadership, employee empowerment, employee involvement, dispersed leadership, open-book management, or industrial democracy'. This basic concept, according to them, involves any power-sharing arrangement in which workplace influence is shared among individuals who are otherwise hierarchical unequal. Such power-sharing arrangements may entail various employee involvement schemes resulting in co-determination of working conditions, problem-solving, and decision-making. Therefore, we can say that participatory decision-making, among political administrators, implies the **active and equal participation of civil society at the local level in the work of its community**. Through the participation of civil society in decision-making, an agreement is reached on mutual understanding of the most important challenges which the local community faces. The quality and effectiveness of a policy depend on the **involvement of all stakeholders in decision-making** (from their creation to implementation). This will result in greater confidence in the result and in institutions that make political decisions.

Consultative decision-making, on the other hand, is tasked with shaping different aspects of an organisation including its culture. Meanwhile, this decision-making process itself is shaped to no small extent by cultural values, beliefs and other influences. This process of decision-making seeks to enquire input from a few selected individuals. However, the ultimate decision decision-making is with the person asking decision. It is used when one needs additional expertise in managing a certain organisation. It works well when one needs to gather expertise from a limited group and need the support of the key members of the group.

Parris and Peachey (2013) particularise this process of decision making to the context of Arab-Islamic culture. In this context, according to them, decision-making is not only shaped but also determined by cultural and religious influences. While it does not neglect the effect of other factors, this strong association between cultural influences and decision-making in the framework of the Arab business organisation is due to the non-emergence of a business organisation largely independent of its socio-cultural context as has historically been the case of the corporation in the West. The family which constitutes the main link between Arab society at large and Arab business life has historically turned the business organisation into an extension of Arab and Islamic values, beliefs, traditions and norms. This occurs because the family continues to be the fundamental organisational unit of both Arab society and business life.

Thus, this process of decision-making is built upon the understanding of the cultural norms of the organisation which the decision affects with specific attention to requesting the required information from a given set of people from the organisation.

Statement of Purpose

Within the broad field of public administration, a considerable number of researchers have critically examined the problem of bad leadership at various levels of public and governmental establishments to find enduring solutions to leadership crises in Nigeria (see, for example, Otoghile, Igbafe & Aghontaen, 2014; Wader, 2010; and Adie, Nwokedi & Ahmadu, 2018). However, most of the studies carried out have either established their research purposes on poverty and crimes in Nigeria: indices of governance failure, the challenges of leadership and governance in Africa, Local government and good governance in Nigerian Local Governments but not focusing on decision-making skills as determinants of good governance. The present study is wider in scope such that it examined the influence of decision-making skills on good governance and used gender and age as intervening variables. It is based on these facts that this research work investigated the influence that decision-making skills have on good governance in the Ibadan metropolis.

Purpose of the Study

This study is largely preoccupied with the examination of the influence of decision-making skills in engendering good governance among political administrators in the Ibadan metropolis. Using gender and age as the basis for analysis, this study seeks to identify and analyse the relative influence of the decision-making skills that are being exhibited amidst the political administrators in the Ibadan metropolis.

Hypotheses

For this research work, the following two null hypotheses were formulated:

H₀₁: There will be no relative significant influence of decision-making skills (participatory, non-participatory and consultative) on good governance for political administrators in the Ibadan metropolis.

H₀₂: There will be no significant gender difference in the decision-making skills of political administrators for good governance in the Ibadan metropolis.

Methodology

Using a descriptive method of survey, this investigation of the influence of decision-making skills on good governance was carried out on the population comprising 11 local government administrators in Ibadan Metropolis. The population presents a holistic class of subjects and variables representing data for analysis to examine the influence(s). The target of the population comprised all the eleven 11 local government Administrators/Chairmen and elected ward Councillors in the Ibadan metropolis. Together with the aid of a semi-structured interview format and questionnaire for respondents, a multi-stage (Purposive and Simple Random sampling techniques) was also used to select the samples. The purposive sampling technique was used to select all the eleven (11) local government administrators and one hundred and thirty-two (132) councillors in the selected local government areas in the Ibadan metropolis. A simple random sampling technique was used to select five (5) members of staff

from each selected local government area making fifty-five (55). Finally, six (6) community members were selected from each ward randomly across the selected local government areas making six hundred and sixty (660) community members. Hence the total sample was eight hundred and fifty-eight (858).

All 11 (100%) instruments distributed to the administrators were correctly filled and returned. Out of 132 copies of the questionnaire administered to the councillors, 129 (98%) were returned and used

for the study. Then, all the 55 (100%) instruments administered to the members of local government staff were also returned and found useful for the study. Finally, 660 instruments were distributed to the community members out of whom 609 (92%) were correctly responded to and found useful for the analysis. In total, 804 (94%) questionnaire was retrieved out of 858. The table below shows the classification of the sample population.

Sample Table

S/N	Local Government	Ward Councillors	Local Government Staff	Administrators	No of Staff Per Ward	Total
1	Akinyele	12	5	1	6 (60)	78
2	Lagelu	12	5	1	6 (60)	78
3	Ona-Ara	12	5	1	6 (60)	78
4	Oluyole	12	5	1	6 (60)	78
5	Ido	12	5	1	6 (60)	78
6	Egbeda	12	5	1	6 (60)	78
7	South – West	12	5	1	6 (60)	78
8	North – West	12	5	1	6 (60)	78
9	South – East	12	5	1	6 (60)	78
10	North – East	12	5	1	6 (60)	78
11	Ibadan – North	12	5	1	6 (60)	78
	Grand Total	132	55	11	66 (660)	858

Source: Fieldwork, 2019

Theoretical Framework

For proper analysis of the data, two theories of leadership relevant to decision-making are reviewed. They include the ‘behavioural theory’ and the ‘contingency theory.’

Behavioural Theory

The dissatisfaction of researchers with the trait approach led to a shift in focus from the traits which effective leaders should possess to how effective leaders should behave resulting in the emergence of the behavioural approach to leadership studies. Developed in the traditions of the human relations school of thought, the advocates of the behavioural approach saw leadership as an aspect of behaviour at work. They, therefore, sought to determine what effective leaders do (for example, how they (1) take decisions, (2) delegate tasks (3) motivate their followers among others). In attempting to identify the personal behavioural associated with effective leadership, behavioural theorists assume that individuals

who display appropriate behaviour will emerge as leaders. According to Olagboye (2004), the first of the earliest studies conducted in the light of this assumption was at the University of Iowa in the U.S. in 1938.

Memoona, Razzaq and Mujtaba (2015) argue that this theory acknowledges the significance of certain necessary leadership skills that serve as an enabler for a leader who performs an act while drawing its parallel with the previous capacity of the leader, before that particular act while suggesting that each individual has a distinct style of leadership with which he/she feels most contented. Different researchers proposed three types of leaders, they were; autocratic, democratic and laissez-faire. Without involving subordinates, the autocratic leader makes decisions, laissez-faire leader lets subordinates make the decision and hence takes no real leadership role other than assuming the position and the democratic leader accesses his subordinates then takes his decision.

Largely, this model identifies four leadership behaviours that could be applied in the context of two recognised contingency variables of personal characteristics of followers and environmental pressures. Memoona, Razzaq and Mujtaba (2015) list and explain to them as follows:

1. Directive: in which the leader alone dictates what is to be done and when is to be done.
2. Supportive: by which the leaders are follower friendly and show interest in followers.
3. Participative: by which the leader involves followers in decision-making.
4. Achievement Oriented: the leader sets challenging goals and show confidence in the capability of followers, influence their job satisfaction and acceptance of the leader environmental factors, on the other hand, influence followers' motivational behaviour in the context of the performance goals as well as the path to achieving them can increase motivation and job satisfaction.

Contingency Theory

According to Khan and Khan (2016), this approach is a combination of the traits and situation approach, proposed intending to analyse leadership style. In their own opinion, they said a combination of the trait and situation makes the contingency theory of leadership. In the view of Adebayo (2016), contingency theorists assumed that the leader was the focus of the leader-

subordinate relationship; situational theorists opined that the subordinates played a pivotal role in defining the relationship. Though situational leadership stays to emphasises mostly the leader, it creates the significance of the focus on the group dynamic. Fielder's theory based on the research findings indicates to a large extent that it is any process in which the ability of a leader to exercise or influence depends upon the taste situation and the degree to which the leader's style, personality and approach fit the group (Fielder and House, 1994). He also assumed that what makes up a leader is not only the personality attributes but also the situation factors and the interaction between the leader and the situation. In his works, he also identified three situational characteristics that influence the effectiveness of leadership. They are as follows:

1. Leader-member relations: It concerns how well the leader likes and he is liked by the group members.
2. Task structure: involves the extent to which the work is laid out on a step by step basis and an example of this is the check procedures and outlines.
3. Leader-position power: refers to the amount of formal authority a leader possesses (Fielder and House, 1994).

Results and Discussion

Following the purpose of the study which is to assess the influence of decision-making skills on good governance in the Ibadan metropolis, the following tables present the opinions of the study sample.

Community Member's Opinion about Decision-Making Skills Adopted by Political Administrators in Ibadan Metropolis

Decision-Making Skills	1 (Rarely)	2 (Occasionally)	3 (Always)	Mean
Participatory Decision Making	201 (33.0%)	256 (42.0%)	152 (25.0%)	1.92
Non-Participatory Decision Making	340 (55.8%)	113 (18.5%)	156 (25.6%)	1.70
Consultative	153 (25.1%)	248 (40.7%)	208 (34.2%)	2.09

N = 609

Source: Fieldwork 2019

Councillor's Opinion about Decision-Making Skills Adopted by Political Administrators in Ibadan Metropolis

Decision-Making Skills	1 (Rarely)	2 (Occasionally)	3 (Always)	Mean
Participatory Decision Making	64 (49.6%)	27 (20.9%)	38 (29.5%)	1.80
Non-Participatory Decision Making	55 (42.6%)	11 (8.5%)	63 (48.9%)	2.06
Consultative	66 (51.2%)	43 (33.3%)	20 (15.5%)	1.64

N = 129

Source: Fieldwork 2019

Local Government Staff Opinion about Decision-Making Skills Adopted by Political Administrators in Ibadan Metropolis

Decision-Making Skills	1 (Rarely)	2 (Occasionally)	3 (Always)	Mean
Participatory Decision Making	28 (50.9%)	13 (23.6%)	14 (25.5%)	1.75
Non-Participatory Decision Making	20 (36.4%)	6 (10.9%)	29 (52.7%)	2.16
Consultative	26 (47.3%)	19 (34.5%)	10 (18.2%)	1.71

N = 55

Source: Fieldwork 2019

The presentations in tables 1.7.1, 1.7.2 and 1.7.3 show the decision-making skills adopted by political administrators in the Ibadan metropolis. In 1.7.1, the community member's opinion about the decision-making skills adopted by political administrators is given as follows: the participatory decision making (mean = 1.75), non-participatory decision making (mean = 2.16) and consultative decision making (mean = 1.71). The result from community members revealed that non-participatory decision-making skills were mostly used by the political administrators in the Ibadan metropolis. This is followed by participatory decision making while the consultative decision-making skill was the least among the skills the political administrators adopted. The implication of this is that the community members revealed that the most common decision-making skill adopted by political administrators in the Ibadan metropolis is non-participatory decision making.

As 1.7.2 presents the opinion of the ward councillor's submission on the decision-making skills adopted by political administrators in the Ibadan metropolis, the following was revealed: participatory decision making (mean = 1.80), non-participatory decision making 6(mean = 2.06) and consultative decision making (mean = 1.64). This shows that the ward councillors submitted that non-participatory decision-making skill is the most common among the political administrators in the Ibadan metropolis. This is followed by participatory decision making while the consultative decision-making skill was the least of the decision-making skills among the political administrators in the Ibadan metropolis. This implies that the ward councillors submitted that the decision-making skill common among the political administrators in the Ibadan metropolis is non-participatory decision making.

In 1.7.3, the opinion of the members of local government staff is presented. The following emerged: participatory decision making (mean = 1.75), non-participatory decision making (mean = 2.16) and consultative decision making (mean = 1.71). This shows that the members of local government staff in the Ibadan metropolis submitted that non-participatory decision-making skill is the most common decision-making skill among the political administrators. This is followed by participatory decision making and then consultative decision making. This implies that the members of local government staff submitted that the prevalent decision-making skills adopted by political administrators in the Ibadan metropolis are non-participatory decision making.

It has been stated earlier that the analysis of the data is based on the variables of gender and age. Thus, the age ratio and gender ratio of the study sample are presented as follows:

Gender Ratio among Political Administrators in Ibadan Metropolis

Gender	Frequency	Percentage
Male	10	90.9%
Female	1	9.1%
Total	11	100.0%

Source: Fieldwork 2019

Gender Ratio among Ward Councillors in Ibadan Metropolis

Gender	Frequency	Percentage
Male	97	75.2%
Female	23	17.8%
Total	120	100.0%

Source: Fieldwork 2019

The findings on the gender ratio of political administration in the Ibadan metropolis is presented in tables 1.7.4 and 1.7.5. The gender ratio among the political administrators is presented in table 1.7.4 and it shows that 90.9% of the local government administrators in the Ibadan metropolis were male while 9.1% of them were female. The implication of this is that males are more involved in political administration than females in Ibadan metropolis.

Similarly, 1.7.5 presents the gender ratio among the ward councillors in the Ibadan metropolis. It was discovered that 75.2% of the ward councillors in the Ibadan metropolis were male while 17.8% of them were female; 9 of them did not indicate their gender. This shows that females are not engaged in political administration as males in Ibadan metropolis.

Age Statistics of Political Administrators In Ibadan Metropolis

Age Group	Frequency	Percentage
25 – 30	–	0.0%
30 – 34	–	0.0%
35 – 40	1	9.1%
41 – 44	3	27.3%
45 – 50	1	9.1%
51 – 54	4	36.3%
55 – 60	1	9.1%
61 – 70	–	0.0%
No Indication	1	9.1%
Total	11	100.0%

Source: Field work 2019

Age Statistics of Ward Councilors in Ibadan Metropolis

Age Group	Frequency	Percentage
25 – 30	10	7.8%
30 – 34	14	10.8%
35 – 40	37	28.7%
41 – 44	23	17.8%
45 – 50	16	12.4%
51 – 54	8	6.2%
55 – 60	9	7.0%
61 – 70	8	6.2%
No Indication	4	3.1%
Total	129	100.0%

Source: Fieldwork 2019

Relative Influence of Decision-Making Skills (Participatory, Non-Participatory and Consultative) on Good Governance for Political Administrators in Ibadan Metropolis

Independent Variable	Unstandardized Coefficient		Stand. Coefficient	t	Sig.
	B	Std. Error	Beta Contribution		
Participatory	0.774	0.578	0.066	1.339	0.000
Non-Participatory	0.379	0.540	0.036	0.702	0.483
Consultative	-0.2295	0.520	-0.197	-4.416	0.000

Dependent Variable – Good Governance for Political Administrator

As presented above, 1.7.6 revealed the age statistics of the local government administrators in Ibadan metropolis, the following was revealed: 9.1% of the chairmen of local governments in Ibadan metropolis were between ages 35 and 40 years, 27.3% of them were between 41 and 44 years; 9.1% were between ages 45 and 50 years; 36.4% were between 51 and 54 years of age while 9.1% of them were between ages 55 and 60 years. The table revealed that one of the political administrators did not indicate the age group.

For the ward councillors in the local government in Ibadan metropolis, the following was revealed: 7.8% of the ward councillors in the local governments in Ibadan metropolis were between ages 25 and 30 years; 10.9% were between 30 and 34 years; 28.7% were between 35 and 40 years; 17.8% were between 41 and 44 years; 12.4% were between 45 and 50 years. It was also revealed that 6.2% of the ward councillors in the local governments in the Ibadan metropolis were between 51 and 54 years; 7.0% were between 55 and 60 years of age while 6.2% were between 61 and 70 years of age. It is further revealed in 1.7.7 that the 4 councillors given as 3.1% did not indicate their age group.

Testing of Hypothesis

Presentation of Hypothesis H₀₁: There will be no relative significant influence of decision-making skills (participatory, non-participatory and consultative) on good governance for political administrators in the Ibadan metropolis.

Source: Fieldwork 2019

revealed the relative influence of decision-making skills (participatory, non-participatory and consultative) on good governance for political administrators in Ibadan metropolis expressed as beta weights, vis-à-vis: participatory decision making skills ($\beta = 0.066, p < 0.05$), non-participatory decision making skills ($\beta = 0.036, p > 0.05$), consultative decision making skills ($\beta = -0.197, p < 0.05$). The result on the table further shows that out of the indices of decision-making skills, non-participatory decision-making skills has no significant influence on good governance for administrators. All other indices have a significant influence on the dependent variable except consultative which has a negative influence on the good governance for political administrators. The following values were obtained for each of the independent variables: democratic leadership style: participatory decision-making skill: 0.000; non-participatory decision-making skill: 0.438 and consultative decision making skill: 0.000.

Presentation of Hypothesis H02: There will be no significant gender difference in the decision-making skills of political administrators for good governance in the Ibadan metropolis

Summary of T-Test Table Showing Significant Gender Difference in the Decision-Making Skills of Political Administrators for Good Governance

Variable	N	Mean	SD	t	df	Sig	Rmk
Gender Decision Making Skill: Male	391	5.6931	0.92891	0.874	566	0.000	Sig.
Female	177	5.6158	1.07099				
Good Governance	568	10.160	1.65168				

Significant at 0.05 level of significance

Source: Fieldwork 2019

The result of hypothesis 2 on the gender difference in the decision-making skills of political administrators for good governance in the Ibadan metropolis is presented in 1.7.8.2. This was tested from the responses of the community members, 41 of them did not indicate their gender, so the opinion of the 568 respondents was used for the analysis. The table revealed that there is a significant difference in the gender decision-making skills of male and female administrators in the local governments in the Ibadan metropolis ($t = 0.874; df = 566; p < 0.05$), hence, the hypothesis is rejected at 0.05 level of significance. This implies that there is a significant difference in the decision-making skills of male and female administrators in the Ibadan metropolis. The mean values for male and female respondents in the table are given as 5.6931 and 5.6158 respectively while the standard deviation values of male and female respondents are 0.92891 and 1.07099 respectively.

Discussion of Findings from Data Analysis

This discussion and data revealed the state of governance among political administrators in the Ibadan metropolis, as opposed to some other factors investigated in this research. The respondents had similar opinions, with minor differences. The members of the community, staff of LGAs and the councillors who work in the local governments all rated the state of governance at an average. It is worthy of noting that councillors who work closely with the administrators rated the governance the least, which in itself is telling because they are a part of the government process. The implication of this is that even within the governance setup, there is dissatisfaction about the process of governance, which may be as a result of disapproval of styles of governance or as a form of protest against exclusion from the core parts of the governance process.

This reflects the position of the literature that Nigeria’s history has been marked by a crisis of governance. The consensus arising out of the general debates on good governance and its requirements have severely scored the bureaucracy for its failure to provide the much needed institutional support for good governance (Ibori, 2015).

In decision-making, the research findings showed that community members identified the non-participatory method as the most adopted by the political class and the consultative style as the least favoured. The ward councillors and the local government staff shared this point of view in their responses as well. This suggests the trajectory of decision-making employed in the democratic dispensations by the leaders who do not follow democratic tenets of inclusion, consultation and participation. Instead, the leaders seem to follow a pattern of imposition which is detrimental to the delivery of good governance. So, if governance is the process of decision-making and implementation in the management and distribution of a country's social and economic resources and the manner of this distribution determines largely whether governance is good or bad, then it is true that good governance is one, based on the participation of all and sundry in decision-making either directly or through their elected representatives. This allows association of speech as such brings broad participation which is built on freedom and capacities to participate constructively (Uche and Chinyelu, 2017).

Concerning gender ratio, the data analysis overwhelmingly showed that many female genders are largely excluded from participating actively in the political administration of the Ibadan metropolis. That field has always been traditionally looked at as a male field,

and therefore it is disproportionately male-dominated. The analysis brings again, to the fore, the critical point of discussion that the many merits that may accrue from increased female participation in the political establishment of the country are not being taken advantage of, and as long as women folk are continually discouraged from entering the fray, this benefits will continue to elude the nation with the tendency of making the delivery of good governance even more cumbersome.

Similarly, the data analysis revealed that the age distribution of those involved in the political setup in the Ibadan metropolis has the majority between the ages of 51 and 54 years, and 41 and 44 years respectively. Together, these age grades account for almost two-thirds of all political administrators in the metropolis. While age and experience cannot be overlooked, the findings revealed that the bulk of those who administer governance are mostly elderly. There seems to be a form of recycling in our political system. It may therefore be difficult to resonate with the desires and agitations of the bulk of the current populace, and this brings to the fore, again, the need to involve more youths in the governance of the day. The absence of a strong youth representation in political administration is not a positive trend, and it portends danger for the future of good governance not just in the Ibadan metropolis but in the nation as a whole (Fritzen, 2017).

Squarely, it is very much evident that the decision-making process excluded the majority of the citizens from active governance. Thus, an open-door policy would significantly enable the community to be a part of the decision that was made, in matters which affected them directly. The citizens need to be aware of their political, social and environmental rights.

Conclusions

Drawing an inference from the findings of the study, it was concluded that the state of governance in the Ibadan metropolis is on average level. It was also concluded in the study that the community members viewed the decision-making skills adopted by political administrators as non-participatory decision-making skills. The councillors stated that non-participatory decision making skill is the most prevalent, while members of local government staff in the Ibadan metropolis stated that non-participatory decision making skill is the most commonly adopted by political administrators in the Ibadan metropolis.

Additionally, this study also concludes that out of the indices of decision-making skills, non-participatory decision-making skills has no significant influence on good governance for administrators, but other like participatory is significant.; and that consultative decision-making skill has a negative influence on the good governance for political administrators. Finally, it was concluded that there is a significant difference in the decision-making skills of male and female administrators in the Ibadan metropolis.

Recommendations

Democracy is about people. It starts with people, evolves around people and ends with people and leadership derives its power from the mandate of the people who voted them into power. It is becoming a ritual for leaders who rule at all levels to subtly recycle

themselves into higher office and keep recycling themselves in the office. The people expressed fears and disappointment witnessed during every election and that the best and only time they engaged with the administrators was during campaigns. The people expressed disappointment they witnessed during every election which was often held amid notoriety, brigandage and violence. Impunity has become part of our political culture, our democratic system thrives in manipulation and several leaders seems to have been imposed, selected, or appointed rather than being voted into office. This ritualistic tendency makes Nigeria's polity a delight of either High, Supreme or Appeal courts where electoral tribunals decide the fate of millions of citizens who voted for candidates of their choice. The legal luminary seems to be a regular referee or umpire between the people and their imposed leaders.

This trend harms democracy because such leaders are not only too distant from their people, they are also not answerable to the people, for each seeks for his gains through gross embezzlement. Integrity which is pivotal to leadership is missing and the citizens must hold their leaders accountable. Transparency and Accountability must be the yardsticks that will determine credible candidates for a leadership position. The emphasis here is for the people to decide and give their support to men and women who are transparent, accountable and effective leaders. An end should come to vote-buying. The voices of the people should not be muffled at the primary stages where their opinions and choices matter most, such should be respected. It allows such leaders to operate an open door policy where the community can freely express their feelings, yearnings, and aspirations without any form of molestation or ridicule, which has been the order of the day. Nigeria supposedly operates a federal system therefore each federating unit should be autonomous and one should not be an object of deprivation while the other grabs more than it can swallow, ignoring its citizens to wallow in abject poverty and very miserable quality of life. In the light of the foregoing, the following are recommended by this study:

First, there is an urgent need for the scholarship to focus on the need for the constitution to be amended to give power to the citizens, to create a 'people- centered government' in the country, regardless of gender or age. People should be allowed to participate in activities in their immediate environment. They should also encourage visionary leaders who are organised, equipped with the ability and wisdom for administrative skills to lead them. Only visionary leaders can play a significant role in the socio-economic development and political stability of their countries.

Second, the drive must commence from the scholastic community to raise awareness about the need to encourage intellectual capacity across the board, lay emphasis on moral values, discourage money-based politics, review salaries, allowances, and other extravagant benefits of politicians drastically to allow patriotic people of integrity to assume leadership positions as opposed to money politics where the richest get endorsed and voted even if their money was ill-gotten.

Third, the gown must go to town, in that the enlightened citizens must consciously interact with the citizens for them to be aware of their fundamental human rights, to select good people to lead them as against money-bags and novices whose sole purpose is to enrich themselves and their immediate family at the detriment of several million who sleep and wake in hunger while they helplessly watch the custodian of their basic needs accumulate more than four generations will ever exhaust, and also so that the gown (academic intellectual community) can teach the town (the general populace) to hold them (political leaders) accountable for poor performance.

In addition, various organisations such as religious groups, professional association, labour unions, and citizens' advocacy organization that gives voice to various sectors of society should as a matter of responsibility bring the public into awareness of their need to actively participate in governance. Their voices should be louder in expressing the need to promote shared values. They should provide checks and balances through their advocacy to the political class. There must be a shift in the attitude of people who respect and honour the rich and their riches irrespective of the sources of the wealth. The activities of these organizations can also check the public officials, abusive use of power through their leadership styles and decision-making by educating the public to hold their leaders accountable for their actions and decision to promote good governance.

Lastly, it is important to allow women and youths to be actively involved in decision-making and participate in politics through elections and appointments to take part in formulating policies on critical issues that affect women and children. Only then can the leaders be held accountable for their actions.

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