
Gender Dimensions to Leadership Style and Organizational Effectiveness in the University of Abuja, Nigeria

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Abstract: *The study sought to establish the differences in leadership style as per gender and possible implications of such on their managerial behaviours, and also the extent these differences impact on employee performance in the University of Abuja. The study models a set of factors that have a causal relationship with performance; the independent variables, presumably having causal impacts, comprise such managerial components as listening, empathy, awareness, persuasion, supportiveness, stewardship, commitment and team building. The organizational climate components of the independent variable include academic culture, operational infrastructure, motivational incentives, and work environment among others while employee performance, include a derivative of organizational climate such as high morale, cooperativeness, commitment and effectiveness. Questionnaires were used to source primary data using the Likert scale method. Sample of three hundred and thirty seven (337) employees were selected from a total University staff population of two thousand one hundred and sixty five (2165) using the Bowley Sampling Technique. Statistical Package for Social Sciences (SPSS) was used to analyze the data which help in testing the formulated hypotheses. The findings revealed that the state of inadequacy of organizational climate components hampers the effectiveness of employee efforts. Leadership and management styles across the hierarchy of the University management are discovered to vary along gender lines with female managers being more effective in breeding employee performance. The research recommended capacity building via financing of research and development efforts, provision of academic infrastructure and reorientation of management processes in the University as panacea to the identified hindrances to employee performance.*

Keywords: *Employee Performance, Gender Differences, Leadership Styles, Organizational Climate*

1. Introduction

A topical issue in recent Management discourse, the world over, is whether or not, gender differences in leadership styles have impact on organizational climate and hence employee performance. This has become a serious discourse in management more so that organizations are experiencing different levels and qualities of performance and vividly under different gender. This manifests in Nigeria as women have been seen to perform creditably well in their chosen careers but despite this, few are found to have made it to the top. This is a research into the possible differences in leadership styles as per gender and the impact as such on performance in the University of Abuja. Traditional belief ascribes leadership to men and thus a male bias reflected in the false conception of leadership as mere command or control. As leadership comes properly to be seen as a process of leaders engaging and mobilizing the human needs of followers, women are more and more recognized as leaders as they strive to take more active part in general administration.

Even though women are becoming an increasingly large proportion of the work force generally, very few have made it to the topmost in academics. As of now, with over one hundred Universities, both public and private in Nigeria, only five female Vice Chancellors have emerged so far. This is despite a need to involve more women in leadership positions as premised by the 35% affirmative women involvement declaration by the Federal Government which manifests mostly in political and general administration appointees such as Ministers, Director-Generals and the likes. Most gender difference researches have focused on whether women's comparative lack of success in attaining high positions could somehow be related to differences in their leadership style. Personality characteristics and behaviour pattern of women would have been possible explanations for their continued lower status in the past apart from traditional demands (Moran, 1990).

There should be a deviation from the hitherto male-dominated top management level in organizations particularly in academics. That is, to exploit the potential of more women by involving them in administrative positions. Although in past two decades women have generally made significant progress

into lower and middle management positions as Heads of Department or Deans of Faculty, there is still a dearth of women in the most senior management positions especially as university administrators. It is clear that women have found it more difficult to move up the organizational ladder. But is it a difference in leadership styles that has impeded women's progress? This might not be totally true as women have been found to have wonderfully performed in chosen careers or national endeavours, particularly in the University system.

In the University of Abuja, after several years of the institution's existence, it was the first female Vice Chancellor who ushered in a democratic, materialistic management required for transformation of any institution. This resulted in the free flow of information; management by participation through consultation and committee system, academic freedom which engendered some great deal of trust, commitment and dedication to duties. During that time, unions were given the freedom to consult with management and make contributions towards the running of the University. No doubt, great successes were recorded during this time as was manifest in the pace at which grievances were handled and invariably promoted smooth academic activities with minimal disruption except from National Unions. The few available facilities and infrastructures were properly managed, through direct supervision by the Physical Development and Management Unit. Obviously, the tenure of the female Vice Chancellor and female Chairman of Governing Council laid the foundation for democratic management by objective and materialistic governance in the University of which successful councils and Administrations have measured.

This study focuses on the leadership style of principal officers, the Vice-Chancellor, Deans, Directors and Heads of Departments and Units in the University of Abuja. Opinions of these leaders and subordinates were evaluated with a view to identifying both internal and external factors that influence the application of leadership styles per gender. A review of past administrations from inception in 1990 to 2014 was made. This was to enable an objective comparative analysis of the styles of leadership by gender and effects on organizational climate and employees' attitude to work and performance.

1.1 Statement of the Problem

One of the most critical problems facing the Nigerian University system could be linked to the inability of administrators to foster conducive, effective, harmonious and productive working relationships. This inability to form a synergy of network of relational ties may lead to poor organizational climate and invariably may be attributed to differences in gender leadership styles and poor organizational climate leading to low employee performance thus, posing serious setbacks to the effective functioning of the university.

1.2 Research Questions

The study sought to provide answers to the following research questions:

1. Are there differences in gender leadership styles in the University of Abuja?
2. What effect does the perceived gender difference in leadership styles have on organizational climate and employee performance?
3. How best can leadership be made to impact the administrative processes in University of Abuja?

1.3 Objectives of the Study

The main objective of the study was to examine the difference as per gender of leadership styles and implications on organizational performance in the University of Abuja. The specific objectives are to:

1. Identify the differences in leadership style of male and female leaders in the University.
2. Establish a valid connection between these differences as per gender of the leaders.
3. Establish a significant impact of these differences on employee performance.
4. Make useful recommendations towards improving the entire systems of the university administration.

1.4 Research Hypotheses

The following hypotheses have been postulated for the study:

Ho₁: *There is no significant difference between male and female leadership styles in University of Abuja.*

Ho₂: *There is no significant relationship between gender differences in leadership styles and performance of University of Abuja employees.*

2. Literature Review and Theoretical Framework

2.1 Concept of Leadership

When a group of individuals combine efforts to achieve certain collective objectives, an organization of sort is formed which imperatively calls for a common direction of efforts towards the common objective. Harmonizing these efforts requires some cooperation from these individuals to initiate and sustain the course of goal achievement. Leadership is a social influence process that seeks to elicit cooperation and support of individuals towards actualization of some set goals (Hogan, Curphy, & Hogan, 1994).

Leadership is the "process of social influence in which one person can enlist the aid and support others in the accomplishment of a common task. Kaiser et al. (2008) stated that, "Leadership is ultimately about creating a way for people to contribute to making something extraordinary happen." Meindl & Ehrlich (1987); says that leadership needs to be distinguished from posturing. Campbell (1990), sees "leadership as about capacity: the capacity of leaders to listen and observe, to use their expertise as a starting point to encourage dialogue between all levels of decision-making, to establish processes and transparency in decision-making, to articulate their own value and visions clearly but not impose them. Leadership is about setting and not just reacting to agendas, identifying problems, and initiating change that makes for substantial improvement rather than managing change." Leadership remains one of the most relevant aspects of the organizational context (Kaiser, Hogan, & Craig, 2008).

The process of leadership is a continuously evolving concept that changes with the context and era of its essence. From the core of human existence, family leadership plays a vital role in assuring stability and harmonious growth. Filtering into the wider scope of human existence, the society thrives on effective leadership as a pilot for cohesiveness among inhabitants. At the helm of leadership processes sits the leader; an individual who influences individuals to win their support and cooperation towards achieving some set goals. The quality and effectiveness of leadership processes rely heavily on the systemic embodiment of *leadership* and the strategic fit of the *leader* (Yukl, 2006).

2.2 Leadership Styles of "Outstanding Leaders"

In 1994 House and Podsakoff attempted to summarize the behaviors and approaches of "outstanding leaders" that they obtained from some more modern theories and research findings. These leadership behaviors and approaches do not constitute **specific** styles, but cumulatively they probably characterize the most effective style of leaders/managers of the time. The listed leadership "styles" cover: Vision (articulate an ideological vision congruent with the deeply-held values of followers), Passion and self-sacrifice (Leaders display a passion for, and have a strong conviction of, what they regard as the moral correctness and engage in outstanding or extraordinary behavior and make extraordinary self-sacrifices in the interest of their vision and mission), Confidence, determination, and persistence, Image-building, Role-modeling, External representation (leaders act as spokespersons for their respective organizations and symbolically represent those organizations to external constituencies), Expectations of and confidence in followers (leaders communicate expectations of high performance from their followers and strong confidence in their followers' ability to meet such expectations), Selective motive-arousal (leaders selectively arouse those motives of followers that the outstanding leaders see as of special relevance to the successful accomplishment of the vision and mission), frame alignment (persuading of followers to accept and implement change), Inspirational communication (leaders often, but not always, communicate their message in an inspirational manner using vivid stories, slogans, symbols, and ceremonies).

Even though these ten leadership behaviors and approaches do not really equate to specific styles, evidence has started to accumulate that a leader's style can make a difference. Style becomes the key to the formulation and implementation of strategy and plays an important role in work-group members' activity and in team citizenship. Little doubt exists that the *way* (style) in which leaders influence work-group members can make a difference in their own and their people's performance.

2.3 The Impact of Leadership Performance on Organizations

In the past, some researchers have argued that the actual influence of leaders on organizational outcomes is overrated and romanticized as a result of biased attributions about leaders (Meindl & Ehrlich, 1987). Despite these assertions however, it is largely recognized and accepted by practitioners and researchers that leadership is important, and research supports the notion that leaders do contribute to key organizational outcomes (Day & Lord, 1988; Kaiser, Hogan, & Craig, 2008). In order to facilitate successful performance it is important to understand and accurately measure leadership performance.

Job performance generally refers to behavior that is expected to contribute to organizational success (Campbell, 1990). Campbell identified a number of specific types of performance dimensions; leadership was one of the dimensions that he identified. There is no consistent, overall definition of leadership performance (Yukl, 2006). Many distinct conceptualizations are often lumped together under the umbrella of leadership performance, including outcomes such as leader effectiveness, leader advancement, and leader emergence (Kaiser et al., 2008). For instance, leadership performance may be used to refer to the career success of the individual leader, performance of the group or organization, or even leader emergence. Each of these measures can be considered conceptually distinct. While these aspects may be related, they are different outcomes and their inclusion should depend on the applied/research focus.

It is important to distinguish between performance (discussed in more detail below) and effectiveness (Campbell et al., 1993). Performance reflects behavior, while effectiveness implies the assessment of actual organizational outcomes (see Campbell, 1990 for a more detailed discussion). Specifically, it is important to delineate the particular behaviors expected to contribute to key organizational outcomes, versus the actual organizational outcomes. Outcomes may be subject to external factors beyond the control of the leader making it difficult to determine exactly what is driving the particular outcome of interest (e.g., organizational performance, financial performance).

2.4 Leadership Effectiveness

Leadership effectiveness refers to the ability to influence others and achieve collective goals (Judge, Bono, Ilies, & Gerhardt, 2002). Some advocate leadership success should be based on the effectiveness of the team, group, or organization (Hogan, Curphy, & Hogan, 1994). However, leadership effectiveness is more often based on the perceptions of subordinates, peers, or supervisors (Judge et al., 2002). Alternatively, leadership emergence addresses whether an individual is perceived as the leader or being “leaderlike” (Hogan et al., 1994; Judge et al., 2002). Emergence involves distinguishing between leaders and non-leaders and making comparisons. Many studies rely on peer rankings or ratings to determine who emerges as a leader in a given situation. Several stable personality traits have been associated with leadership outcomes. For instance, extraversion and openness to experience were positively associated with leader effectiveness, while neuroticism was negatively related to leader effectiveness (Judge et al., 2002). In terms of leader emergence, Judge, Bono, Ilies, and Gerhardt (2002) also found that extraversion, conscientiousness, and openness to experience were positively related to leader emergence. The relationships between personality and these leader outcomes were stronger for leader emergence than for effectiveness. Another related concept is leadership advancement, which involves the attainment of leadership roles over a career span. Early longitudinal research using assessment center data suggested that factors such as interpersonal, cognitive, and administrative skills were related to leader advancement (Bray, Campbell, & Grant, 1974; Howard & Bray, 1988).

2.5 Distinguishing Performance from Effectiveness

While overlap exists among these constructs, some distinctions should also be made (Lord, De Vader, & Alliger, 1986). Similar to definitions of job performance, it is important to distinguish between performance and effectiveness (Campbell, 1990; Campbell, McCloy, Oppler, & Sager, 1993). Job performance refers to the expected contributions of behavior to organizational goal accomplishment (Motowidlo, 2003). On the other hand, job effectiveness refers the evaluation of the results of such performance (Campbell, 1990; Campbell, McCloy, Oppler, & Sager, 1993). Effectiveness can be influenced by a variety of external factors, outside of one's immediate control (Campbell et al., 1993). As such, it may not be accurate to attribute the responsibility of some measures of effectiveness (e.g., total

revenue) to an individual's leadership capabilities, because it neglects to consider other external factors, such as the current economic state. Thus, when assessing performance, it is more appropriate to examine elements within the leader's control, such as specific behaviors that facilitate collective action and goal achievement. Evaluating leadership in such a manner is important for more accurately identifying predictors of leader performance; similarly researchers need to more carefully address the relationship of those behaviors with effectiveness measures in order to more clearly establish the importance of leadership to organizational outcomes (Kaiser et al., 2008).

2.6 Theoretical Bases for the Study

The Servant Leadership Style is adopted as theoretical bases for this study. The core independent variables are derived from its principles. Kent Keith, (2011), states that servant leadership is ethical, practical, and meaningful. He identifies seven key practices of servant leaders: self-awareness, listening, changing the pyramid, developing your colleagues, coaching not controlling, unleashing the energy and intelligence of others, and foresight. Larry C. Spears, who served as president and CEO of Robert K. Greenleaf Centre for Servant Leadership, extracted a set of 10 characteristics that are central to the development of a servant leader: *Listening, Empathy, Healing, Awareness, Persuasion, Conceptualization, Foresight and Stewardship, as well as Commitment to the growth of people and Building community.*

3. Methodology

The focal proposition of the research is premised on the assumption that gender difference has a cause-effect relationship with leadership style and organizational climate and thus employee performance. Questionnaires were adopted as the primary research instrument, justification of which is premised on the fact that component features of the expected responses gives credence in establishing the difference between male and female managerial behavior on one hand, and organizational performance and related variables on the other. The questionnaire consisted of 32 items which indexed the study variables including demographic attributes of respondents. These variables were measured through composite five-item ranking scales accord to Rensis Likert (1967).

A sample size of 1, 337 staff was drawn from a total staff population of 2,165 using a simple random sampling technique where $n = N / [1 + N(e)^2]$; where n is the sample size, N is the total population and e is the error margin. Data was analyzed using simple percentages to group respondents' opinions. SPSS (statistical programming for social sciences) was used to adequately analyze data and test the research hypothesis.

4. Results and Discussions

4.1 Hypotheses Testing

Ho₁: There is no significant difference between male and female leadership styles in University of Abuja.

	Paired Differences			T	df	Sig. (2-tailed)
	Mean	Std. Deviation	Std. Error Mean			
Male leadership style/ Female leadership style	2.12942	.33494	.02862	74.413	136	.01

Source: Researcher's SPSS Output

From the table above, t-test statistics was used to compare the mean response of the leadership style of male and female head from the respondents' mean scores on Table 4.1. The test has a significant probability 0.01 (p-value) which is remarkably less than the significance level of 0.05 and hence we reject the null hypothesis and concluded that there is significant difference between male and female leadership styles and thus, may influence performance of subordinates as highlighted in the table.

H₀: There is no significant relationship between gender differences in leadership styles and performance of University of Abuja employees.

Table 4.2: Regression Model to Establish Relationship between Gender Difference in Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1. (Constant)	0.585	0.043		11.358	0.050
Leadership Style	0.656	0.022	.884	34.029	0.052

Source: Researcher's SPSS Output

From the regression model developed in Table 4.2, it is observed that there exists a positive relationship between the variables. As noticed from the beta coefficient 0.656, which implies that leadership style has positive significant impact on the general performance of subordinates or employees. This can also be generalized since the coefficient is significant with 0.062 significant probability value. Hence the null hypothesis *H₀* is rejected and we conclude that there is a significant relationship between gender differences in leadership styles and performance of University of Abuja employees.

4.2 Major Findings

The course of the research revealed several findings. Significantly, these include;

1. There exist significant differences in leadership styles in University of Abuja along gender lines.
2. Gender differences in leadership styles have significant effects on the performance of University of Abuja employees.
3. These differences in leadership styles can be harnessed to improve organizational effectiveness.

4.3 Discussions of Findings

Primarily, the research established a significant difference in the managerial traits of male and female leaders. Male leaders, from the research are objective, straight forward and bring little or no emotions to their functions. Female leaders on the other hand seem to be materialistic, that, even on the job, they exert a lot of influence on employees by their affinity to subordinates which actually encourages high performance. The research further revealed that these differences in leadership styles as per gender have significant impact on the effectiveness of managers. The analysis of respondents' opinions (from the case study) clearly establishes a relatively higher effectiveness of female leaders which is attributable to their managerial traits (materialistic, welfarism, involvement, affinity, motivation etc.). These traits made it relatively easier for female leaders to elicit cooperation and influence performance of employees. In the final analysis, a very strong causal relationship was established between organizational performance and leadership style with female managers emerging top scorers. The female leaders were seen to have more influence on employee performance thus being able to actualize their units' objectives and contribute more to organizational performance. This is congruent with management thought of authors like Nzelibe (2010), Thompson (1957) and Moruku (2010).

5. Summary, Conclusion and Recommendations.

5.1 Summary of Findings

The study was carried out in a graduating style whereby establishment of a case leads to the next course of research. In a numeric and graduated format, the following is a summarized presentation of the research findings: The research established a significant difference in the managerial traits of male and female leaders. These differences in leadership styles as per gender were also revealed to have significant impact on the effectiveness of managers. A very strong causal relationship was established to exist between organizational performance and leadership style in the University of Abuja. However, several other

factors were identified as impacting significantly on performance which has no direct relationship with leadership styles. These include organizational infrastructure, funding, policies etc.

5.2 Conclusion

Premised on the findings from the course of this research, it can be concluded that there exists significant differences in leadership styles (as per gender) and these differences significantly impact organizational performance in the University of Abuja. These differences in leadership style can be effectively nurtured and harnessed to improve organizational performance in the University.

5.3 Recommendations

The findings of this study have far reaching effects on existing body of knowledge as regards gender/management, and also on academic institutions (universities) with particular emphasis on University of Abuja as the case study. From the research findings, the following recommendations are made:

1. The research reveals a relatively higher efficiency and effectiveness of female leaders than male. However, the proportion of female managers compared to the males is very low. Thus, it is recommended that more female managers be involved in heading units so as to avail them the opportunity to effectively impact on the University more productively.
2. Productivity and performance are products of a combination of three factors; i.) willingness to perform; ii.) capacity to perform; and (iii.) opportunity to perform. This study shows that the two former variables are sufficiently present among the workforce (in University of Abuja). However, the latter (opportunity to perform), which presents itself in the form of organizational variables such as job design, working environment, training and development, working tools, utilities, etc., are not sufficient enough to yield required performance. This area should be adequately addressed by the University management.

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