Socio-Cultural Factor As Determinant of Female Leadership Quality; Implications for Human Resource Development

Kadınlarda Liderlik Kalitesinin Belirleyicisi Olarak Sosyo-Kültürel Faktörler; İnsan Kaynakları Gelişimine Yönelik Etkiler

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ABSTRACT

This study investigates the influence of socio-cultural factors on the leadership quality of male and female leaders in work organisations that could enhance organisational effectiveness. A descriptive survey research design method was adopted for the study. One hundred and fifty respondents from five purposefully selected work organisations were selected for the study, thirty randomly selected respondents from each workplace. 145 well filled questionnaires out of the 150 were used for data analysis. The questionnaire used as the instrument for data collection was titled: 'Socio-Cultural Factors and Gender Leadership Quality Scale' (SOCFGLQS). Collected data were analysed and interpreted accordingly with the aid of descriptive statistical techniques such as total scores, frequencies and percentages. The hypotheses were tested using chi-square method of data analysis at 0.05 alpha levels. Findings reveal that female mother's instinct promotes organisational effectiveness and that female leader's staff-centeredness positively affects organisational performance. Also, employees' job performance is significantly influenced by male headship. This shows that right leadership quality which could be an off-shoot of society's culture could promote organisational effectiveness, and socio-cultural factors play great role in the quality of the leader and by extension the effectiveness of the organisation. It is recommended that the socio-cultural beliefs and practices that inhibit good leadership in workplace should be discarded and with good leadership training and holistic re-orientation, male and female leaders would perform maximally to enhance better relationship in the workplace for effective organisation performance.

Keywords: Socio-cultural factors, leadership quality, organisational effectiveness.

ÖZET

Bu çalışma örgütlerde erkek ve kadın liderlerin örgütsel etkinliği arttırabilecek olan liderlik kalitesini etkileyen sosyokültürel faktörleri araştırmakta olup çalışmada betimleyici analiz yöntemi kullanılmıştır. Amaca yönelik bir şekilde seçilen 5 örgütün her birinden 30 çalışan olmak üzere 150 kişi örneklem grubu olarak belirlenmiştir. 150 kişiye uygulanan anketlerden tam olarak doldurulmuş 145 tanesi analize tabi tutulmuştur. Veri toplama aracı olarak kullanılan anketin başlığı : "Sosyo-Kültürel Faktörler ve Cinsiyet Liderlik Kalitesi Ölçeği"dir. Toplanan veriler toplam skorlar, frekanslar ve yüzdeler gibi betimleyici istatistiksel teknikler kullanılarak analiz edilmiş ve yorumlanmıştır. Hipotezler 0,05 hata düzeyinde ki-kare analizi ile test edilmiştir. Bulgulara gore anne olan çalışanların içgüdüsü örgütsel etkililiği arttırmakta ve kadın liderlerin personel odaklı olması örgütsel performansı pozitif olarak etkilemektedir. Aynı zamanda çalışanların iş performansı erkek liderlerden de önemli derecede etkilenmektedir. Bu durum bir toplumun kültürünün alt dallarından birisi olabilen doğru liderlik kalitesinin örgütsel etkinliği arttırdığını, sosyo-kültürel faktörlerin liderlik kalitesi ve dolayısıyla örgütsel etkinlik üzerinde önemli bir rol oynadığını göstermektedir. Çalışma ortamında iyi liderlik uygulamalarını önleyebilen sosyo-kültürel inançların, iyi bir liderlik eğitimi ve bütünsel olarak tutumları değiştirme ile etkisinin azaltılması önerilmektedir, böylece etkin bir örgütsel performans için kadın ve erkek liderler işyerinde daha iyi ilişkileri arttırmak üzere maksimum performans göstermeye çalışacaklardır.

Anahtar Kelimeler: Sosyo-kültürel faktörler, liderlik kalitesi, örgütsel etkinlik.

1. INTRODUCTION

Females in Nigeria which is a strong patriarchal society where the male members of the society are seen and believed to be better than the female members are subjugated, seen and treated as subordinate to the male counterpart. Females are therefore sandwiched and buffeted between the patriarchal control of the males in the community and cultural demands that restrict them to the kitchen and the bedroom. The roles they are expected to perform in these areas are highly demanding and time-consuming that those of them who find themselves in positions of leadership in work organisations have to put in more effort in enhancing the organisational roles. Women are still treated in many Africa contexts as second class citizens, denied rights to land and

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inheritance, play the second fiddle and subjected to the preferential basis on which men's entitlements are regarded by legislative, customary and statutory institutions (Cornwell, 2005). Women treated in this way cannot have self esteem yet we have some women in leadership positions that seem to be performing very well.

Females are subordinated because of social, religious and cultural practices and beliefs in the society. In the southern part of Nigeria for instance, families prefer male children to female children because of the cultural belief that male children will perpetuate the name of the family. This is even attested to by National Planning Commission (1992),

During the formative years in African society, female and male children are thought some societal beliefs and practice that emphasis maleness above femaleness. Male child is raised to be manly, authoritative, must not show emotion as it is a sign of weakness, not expected to be domestic, he is superior to the female, learn to give orders, will be the spoke-person for the family and has the right to family property; whereas, the female child must be the opposite of all these. She must learn to be submissive and take instructions from the male, she does all the domestic work and takes care of the entire household as the mother of all, she must be seen and not heard and she is thought that the male is superior to the female and she cannot stand as surety for anyone. These inhibit females' participation at all levels and in all spheres of development process and to perform leadership role in workplace could be very herculean due to the socio-cultural practices and beliefs.

Though females are vital to national development but as a result of the negative attitude of the society about them, they have been described as the forgotten 50% of the population, the neglected human resource for development or the forgotten factor in economic development. In spite of all these, many women are the caretakers or head of their households (Hughes, Ginnett, & Curphy, 2009).

In Nigerian situation, women who marry men from other states different from theirs might not be given position of leadership especially in politics and other state appointments and are unaccepted in their home states and their husbands' home states. The Guardian Newspaper of Thursday November 8, 2012 reported the case of a female chief judge, Justice Ifeoma-Ofo that was nominated as Justice of Court of Appeal and to be sworn in by the Chief Justice of Nigeria (CJN) who is also a female (Justice Aloma Mukhtar) but Mrs. Ifeoma-Ofo was denied this because she claimed her

husband's state. In a situation where any woman gets political or other state appointment which is a type of leadership role, acceptance might be difficult and performance would be very herculean.

Presently, there are more women professionals as against what obtained in the past. Erez (1993) says there is an increase in the number of females entering the workforce the world over. In spite of this, women are still seen as inferior to men, which could give indication that they might not perform well in their profession or career as leaders.

Gender disparity manifests in the form of sexual division of labour at home and in the community. Females are assigned almost all the domestic work; this is more prevalent among poor families. One could infer from this that a young girl that had been exposed to walking around the clock is likely to work hard and more efficiently in the work place. We should not forget at the same time that men's usual control over the lives of women especially their sexuality put a lot of psychological, emotional and even physical constraints on women. In a way, this would also affect their performance in the male dominated world of work.

World Bank (2002) explains that women typically work about 25% more hours than men, but their total remuneration is less. They are usually concentrated either in the rural areas or the informal sector of urban areas, where pay levels tend to be lower than in the formal sector of the economy. Oladapo (2006) opines that girls in Nigeria still face discrimination due to customary attitudes. Socio-cultural beliefs affect the female gender negatively. Women are men's property in marriage and could be willed out to other men in the family after the death of the husbands. They are seen as subordinate to men and are dis-respected in every area because of the cultural norm of maleness that is regarded as superior to femaleness.

Though we hear and read the names of some women as being in some positions of authority in politics, economy, organisations and other workplaces, they are few compared to their male counterparts. According to United Nations Statistical Division (2002), the percentage of women in national parliament around the world is extremely low, averaging 13.8%. Socio- cultural factors could be responsible for this. Human Development Report for 2007/2008 re-stated that women received right to vote only in 1958, another instance of the discrimination against women by the society. This same report indicates that women in government in ministerial level (as % of total) 2005 was 10; seats in

lower house or single house (% held by women) 2007 was 6.4; seats in upper house or single house (% held by women) 2007 was 7.3.

Globally, women are greatly under-represented in middle level management cadre and even the senior level management cadre (Cole, 2005). Few of them in positions of authority in work organisations could be too authoritative for fear of being tagged weakling, whereas, some could be effective in their leadership roles so that organisational goals are achieved under their leadership.

Despite the content of Nigeria constitution that expresses equal right for male and female citizens of the nation; Nigerian women are still marginalized and face peculiar obstacles that impede on their full participation in public life. National Population Commission (2004) states that Nigeria women have a lower social status than their male counterparts, that they do not measure up virtually in all areas of development which includes access to education, employment opportunities, resources and political power. Nigerian women have been marked 12th on the low human development index among 174 countries, and they ran 15th position on the gender related development index among 174 countries (UNDP, 2000). Women often acquire specialized higher education, but are prevented by social, cultural or economic barriers from taking jobs or occupying positions that will use the valuable skills they acquired. The potentials are thus underutilized.

1.1. Culture

The culture belief and practise of the people affect the way they behave in their workplaces. The culture of a people cannot be divorced from their behavioural pattern in the workplace and this will ultimately affect their performance as leader of a group, unit, or the manager of the whole organisation. In a situation where the female is considered inferior to the male and expected to play the second fiddle in all aspect of societal obligations, and the male is expected to be the 'boss' and give orders that 'must' be obeyed by the female, the tendency is that the female would naturally feel insecure in the presence of the male workers whatever their position and for her to work effectively, she would have to put in extra effort and at times could become over –bearing and aggressive which at the end would tag her negatively.

Rao and Abraham (2003) explain that Indian national culture is fully embedded in the people's psyche and affects their affective and cognitive behaviour of their work life. Strout (2001) says that culture and social norms more than family issues

hinder women in leadership roles as some culture out rightly resist women from holding leadership positions. Other countries due to their culture and beliefs see women as not having the capability of being effective in business. Some of the obstacles women encounter in the workplace includes discrimination, stereotyping, prejudice, family demands and lack of opportunities (Emory, 2008). The glass-ceiling (organisation culture de-facto) in the workplace which is an off-shoot of the societal stereotype about women is a major hindrance to more women getting to leadership positions in workplaces.

2. REVIEW OF LITERATURE

Bass (1990) suggest that women are more likely than men to be described as charismatic leaders, and that they are more likely to temper criticism with positive feedback. Eagly and Johnson (1990) explain that women tend to adopt a more democratic or participative leadership styles than their male counterparts who seem to be rather autocratic or directive in their leadership style. The reason for this may not be farfetched as girls in many cultures are raised to carry out more domestic work and take care of everyone at home whereas the boys are raised to be authoritative even at home, giving instructions expecting their directives to be obeyed. These attributes are normally transferred to the workplace.

Akinboye (2004) says less than 5% of managers in strategic sectors are women. Shapiro et al (2009) citing Gross and Scott (1990) state that generation 'X' workers that is, women born during 1961 to 1982 period were unwilling to put in the effort to get to the top of their careers. But that by year 2000, some women had become highly successful career women by using flexible work arrangements (FIWAs) or in the alternative, leave the workplace temporarily for reproduction and raising of children. By this they would be able to perform the socio-biological roles and come back to perform their roles in the workplace which could still be hampered due to their expected social role at home.

One of the societal expectations from women is that they give birth to babies and nurse them. At the same time, they have their careers to purse and even get to the top. Combining these roles could be herculean to the women having to manage the home under the leadership of the husband (and other extended male family members as the case is in most African culture) and in the workplace as a leader could be quite challenging. Women who are sandwiched between the patriarchal dominance at home and their

roles as leaders in the workplace might not be quite fulfilled in the workplace. Male members (workers) in the organisations might not even help the situation as they have been brought up with the culture of superiority of maleness over femaleness. Women in this kind of situation might need to be assertive or authoritative in many instances which some could refer to as women being harsh when they are leaders in organisations. Nwobodo (2011) citing the finding of Caliper study says that when feeling the sting of rejection, women leaders learn from adversity and carry on with an 'I will show you' attitude.

Leadership effectiveness refers to performance on the part of the leader that leads to the achievement of organisational goals of the group and a high level of group member's satisfaction (Cole, 2005). A leader must demonstrate good leadership by influencing the group members or subordinates to achieve the goals of the organisation.

The style of the leader can to a large extent determine the followership the leader gets, and how effective the organisation could be. An employee-centred leadership style will have the employees satisfied and motivate them to put in their best to achieve the goals of the organisation

Organisations are set up to produce goods or provide services. In this wise, there are consumers and clients that the organisation must satisfy within the external work environment where it operates. Even in the immediate internal work environment, organisation must satisfy its workforce where leadership is effective, it must be employee-centred, consultative and participative, and the possibility of having excellent performance is high as against the poor performance that could come out of exploitative and authoritative leadership style.

Good leadership in the contemporary business world should comprise of the ability of the leader to have clear vision and mission and being clear to foster innovativeness. A good leader should be able to perform well so as to make the subordinates develop confidence and thereby enhance the follower's creativity to in turn enhance organisational efficiency and better productivity.

The major challenges facing emerging economies today are globalization, changes in customer expectations, changing structures of revenues and costs, a greater concern for organisational capability development, capacity to keep pace with environmental changes, innovations in the technological arena, attracting, developing and retaining skilful and knowledgeable human resource

capital and also ensuring the sustainability of long term changes (Ulrich 1997). The main instrument needed to tackle and solve these problems in an organisation is a good leader who is able to put to good use both human and non –human resources to achieve productive, effective, efficient and globally accepted organisation. The internal environment of the workplace is the testing ground for the manager or the leader to prove his/her efficiency. Now that there are some women in leadership positions in various organisations worldwide, it is imperative to find out if their peculiar feminine attributes and the socio- cultural beliefs that women are weak can cause the organisation they work in to be effective or ineffective. On the other hand, the impact of the socio-cultural attributes of the male on their leadership duties in the workplace need to be explored for the overall effectiveness of the organisation. Organisational effectiveness implies the achievement of corporate objectives by means of collaborative efforts of the leaders and the team in a work group or units in the organisation. Each unit throughout the organisation along with the leaders making use of the best and appropriate situational styles must ensure the actualization of organisational goals then we can have organisational effectiveness.

3. METHODOLOGY

The study adopted a survey research design to investigate if socio-cultural factors could determine leadership quality of female and male leaders and affect organisational effectiveness in workplace in Osun State, Southwest Nigeria. 150 respondents from five purposefully selected work organisations in Osun State were selected for the study; 30 participants were randomly selected from each workplace that made up the 150 participants. However, 145 of the instrument were analysed (representing 96.66%) as 5 copies of the instrument were not properly filled. For the purpose of anonymity, the participants would not want their organisations mentioned in this study.

Since it seemed that new entrants might not be able to give proper assessment of their leaders and to have information from more experienced workers, purposive sampling method was used to select workers who have been working in the organisations for upwards of five years and above. The respondents were made up of 62 males (42.8%) and 83 females (57.2%). The age range of the respondents was between 30 to 65 years.

A set of self- developed questionnaire titled 'Socio-Cultural Factors and Gender Leadership Quality Scale' (SOCFGLQS) was the main instrument used for

data collection. The instrument was divided into two sections: 'A' and 'B'. Section 'A' elicited information on the demographic characteristics of the respondents. It found out from them their age, marital status, sex, education level and length of service. From the responses they gave, all the respondents had served under both female and male leaders. Section 'B' elicited information from the respondents on the influence of socio-cultural factors on the quality of the leaders based on the sex of such leader.

The instrument had a co-efficient reliability of (a=0.78) using the Cronbach alpha method. The researcher with some assistants personally administered the questionnaire after gaining the approval of the personnel managers in all the organisations used for the study.

Presentation of results of hypothesis tested.

Hypothesis I

H_0: Female mother's instinct does not promote organizational effectiveness.Decision rule: Reject H_0 if P-value <α. Where α = 0.05

Table1: Descriptive Statistics of Mother's Instincts and Organisational Effectiveness

Agree		Organizational Performance		
		Agree	Disagree	Total
Mother's instinct	Agree	75	39	114
	Disagree	0	31	31
Total		75	70	145
Chi-Square Tests				
	Value	Df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)

	Value	Df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	42.246[a]	1	.000		
Continuity Correction[b]	39.653	1	.000		
Likelihood Ratio	54.368	1	.000		
Fisher's Exact Test				.000	.000
Linear-by-Linear Association	41.955	1	.000		
N of Valid Cases	145				
Symmetric Measures					

		Value	Approx. Sig.
Nominal by Nominal	Phi	.540	.000
	Cramer's V	.540	.000
N of Valid Cases		145	

(**Source:**Survey Data and Author's Computation, 2012.)

X^2 = 42.246 (X^2 is calculated chi-square) with associated significance level (Asymp. Sig which is also known as P-value) = 0.000, r= 0.540 (r is significant of correlation attributes) and degree of freedom is 1. Decision:Since, P-value= 0.000 is less than α=0.05, we reject H_0.Conclusion: Base on the data at hand, it

is concluded that female mother's instinct promotes organizational effectiveness.

Hypothesis II

H_0: Female leader's staff- centeredness does not positively affect organizational performance.Decision Rule: Reject H_0 if P-value <α. Where α = 0.05

Table2: Female Leader's Staff-Centeredness and Organisational Performance

		Organizational Performance		
		Agree	Disagree	Total
Female Staff Centeredness	Agree	75	0	75
	Disagree	48	22	70
Total		123	22	145
Chi-Square Tests				

	Value	Df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	27.787[a]	1	.000		
Continuity Correction[b]	25.399	1	.000		
Likelihood Ratio	36.301	1	.000		
Fisher's Exact Test				.000	.000
Linear-by-Linear Association	27.596	1	.000		
N of Valid Cases	145				
Symmetric Measures					

		Value	Approx. Sig.
Nominal by Nominal	Phi	.438	.000
	Cramer's V	.438	.000
N of Valid Cases		145	

(**Source:** Survey Data and Author's Computation, 2012.)

X^2 =27.787 (X^2 is calculated chi-square) with associated significance level (Asymp. Sig which is also known as P-value) = 0.000, r= 0.438 (r is significant of correlation attributes) and degree of freedom is 1. Decision: Since, P-value= 0.000 is less than α=0.05, we reject H_0.Conclusion: Based on the data at hand, it is concluded that female leader's staff- centeredness positively affects organizational performance.

Hypothesis III

H_0: Employees job performance is not significantly influenced by male headship. Decision Rule: Reject H_0 if P-value <α. Where α = 0.05

Table 3: Employee Job Performance and Male Headship

		Employees' Job Performance		Total
		Agree	Disagree	
Male headship	Agree	100	14	114
	Disagree	0	31	31
Total		100	45	145

Chi-Square Tests

	Value	Df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	10.728[a]	1	.001		
Continuity Correction[b]	9.153	1	.002		
Likelihood Ratio	16.971	1	.000		
Fisher's Exact Test				.000	.000
Linear-by-Linear Association	10.654	1	.001		
N of Valid Cases	145				

Symmetric Measures

		Value	Approx. Sig.
Nominal by Nominal	Phi	.777	.001
	Cramer's V	.777	.001
N of Valid Cases		145	

(**Source:** Survey Data and Author's Computation, 2012.)

X^2 =87.622 (X^2 is calculated chi-square) with associated significance level (Asymp. Sig which is also known as P-value) = 0.001, r= 0.777 (r is significant of correlation attributes) and degree of freedom is 1. Decision: Since, P-value= 0.001 is less than α=0.05, we reject H_0 Conclusion: Based on the data at hand, it is concluded that employees' job performance is significantly influenced by male headship.

4. DISCUSSION OF FINDING

Some scholars have explained that males have agentic qualities which include aggressiveness, ambition, dominance, independence, self-reliance, self-sufficiency, directedness and decisiveness Werner and LaRussa, (1985); Rosner, (1990); Eagly, Karau, & Makhijani,(1995); Peters, Kinsey, & Malloy, (2004). With all these qualities an individual is likely to exhibit good leadership if the qualities are properly tailored. Williams and Best (1982); Eagly and Steffen, (1984) say that female have communal qualities which support the finding of this study that female leaders are staff-centred. They demonstrate all inclusive, team-building leadership style of problem solving and decision making, which will lead to better organisation performance.

Based on their differences and the societal values, male and female leaders are likely to exhibit different leadership styles. Since the society trains and expects the male through value orientation to be masculine

and assertive, a male leader could exhibit directive leadership styles in the workplace which include being autocratic, benevolent and consultative. Whereas, his female counterpart could exhibit non-directive leadership that is expressed by participative, consensus and even laissez-faire leadership styles. Because of the communal qualities that are inherent in women, they are likely to be more interactive with their subordinates and the men are more likely to be goal setters; if well propelled, either of the two could be good leader in the workplace. Whichever style that is exhibited, the major point is to move the organisation forward and satisfy the employees, the customers and the stakeholders. Anything short of this will amount to bad leadership and poor organisational performance.

The result shows that female mother's instinct promotes organisational effectiveness and that male authoritative usual way of leadership does not promote organisational effectiveness. The result also shows that female leader's staff-centeredness positively affects organisational performance, that employees' job performance is significantly influenced by female headship and that female leader's adherence to rules to ensure ethical values significantly affects organisational effectiveness. Nwobodo (2011) says that Caliper findings show that women leaders are more likely to ignore rules and take risks. Franke, Crown & Spake (1997) find out in their study that gender differences in ethical decision making declined as the work experience of the participants in their study increased. This study shows difference in the leadership qualities of male and female leaders which is in agreement with the findings of Hawkin (1995); and negates those of Osho (1998) and Korabik (2002) that there is no significant difference in the administrative effectiveness between male and female principals.

Nwobodo (2011) citing Caliper, a Princeton, New Jersey based management consulting firm and Aurora, a London based organisation states that women leaders are more assertive and persuasive, they are more empathetic and flexible and that they are stronger in interpersonal skills than their male leaders these support the findings of this study. Women leaders understand situations and take information from all sides and care about others. Their subordinates feel that they are better understood, supported and valued.

All these are attributes of the social leadership style of a mother which support the finding of this study that mother's instinct promotes organisational effectiveness. It is generally believed that to be a

good or successful leader, you must be masculine, competent, authoritative, assertive and aggressive (Envic, 2008). Women are not seen by the society as possessing these qualities, so, a woman leader in the workplace is likely to be seen as not capable of performing well which this study has shown to be at variant to such assertion. Diekman, Goodfriend, & Goodwin (2004) state that gender differences in power are perceived to be eroding; that as women gain more access to positions typically associated with power, their social role seems to be changing. The ability of women to use the participative and compassionate methods of the home front could move the industry forward. Men are seen by the society as task-oriented and therefore are perceived as better leaders whereas, women as seen as social leaders, the social leadership style of women is now acceptable and valued (Jogulu & Wood, 2006).

This study finds that female leaders exhibit participative leadership style due to their social role that encourages staff-centeredness, caring for others within the family or work group. Eagly & Wood (1991) explain that females develop traits that manifest communal or expressive behaviour, this includes being friendly, unselfish and expressive. Bass's (1990) finds out in his research that women are more likely than men to be described as charismatic leaders. The female leaders are more likely to temper criticism with positive feedback.

Eagly (1987) and Johnson (1990) find out that the proportion of gender comparisons that were stereotypic in direction differ significantly from 0.50, the proportion expected under null hypothesis. They state that difference in leadership style occurs in the tendency for women to adopt a more democratic or participative style; that men could adopt a more autocratic or directive style. They state that 92% of the comparisons in their research findings express more democratic behaviour from women than their men counterpart. It is concluded in the work that gender influences leadership style. That gender will demonstrate significant main effect on the degree of emphasis placed on leadership behaviours and styles which is in line with the findings of this study. Leadership theorists have commonly suggested that leaders should demonstrate new, arguably feminine leadership behaviour against the stereotypes of leadership as strictly masculine. Leaders are now therefore advised to demonstrate feminine leadership behaviours. Johanson (2008), referring to the support of other scholars on feminisation of leadership says that economic, demographic and competitive changes in modern workplace require new, less traditional managerial behaviour.

5. CONCLUSION AND RECOMMENDATION

This study has being able to find out the influence that society, culture and beliefs of the people that are gender based could have on the leaders in organisation and the overall effects on the performance of leaders and the organisation. It has been established that feminine attributes which are learnt in the society could be really beneficial to the workers and the organisation. To have efficient workforce and effective organisation, the leader is encouraged to look away from the old beliefs and practices that leaders must be aggressive, masculine, assertive, authoritative and even mechanistic in relationship in the work place but rather make good use of feminine attribute of communal qualities which will affect the workforce and the organisation positively.

One major aim of this study was to look at the influence of gender attributes on leadership performance in workplaces and find out if these attributes have positive or negative influence on the work of such leaders in the organisation.

The findings of this study have great implications for the various bodies and groups involved in policy formulation and management of organisations. These groups include government agencies, ministries, and parastatals, private sector employers of labour and organisational managements. When formulating their policies, this group should use the findings of this study to prepare and improve the policies of the organisation.

The findings of this study would enable them know some of the old societal beliefs that could inhibit or encourage good leadership in the organisation for the positive effectiveness of the organisation. The findings will encourage positive attitude of the leaders and this will help them put in their very best making use of their attributes for their own success and that of the organisation.

Employers of labour and management both in private and public sectors desire better productivity and excellent services from their employees to their consumers and customers, the leaders being at their best as a result of the findings of this study will enhance these. Policy makers should make use of the findings of this study to formulate appropriate policy that will enhance better leadership performance and acceptance of female gender in leadership positions. Management should be conversant with the findings of this research work so that they would be able to plan well and not downplay the natural attributes of the gender.

Policy makers should make use of the findings of this research to improve workplace relationships and organisation effectiveness. The attributes of gender which are tested in this research work will be of great benefits for human resource managers and policy makers in organisation structures, overall strategic vision and scope. The corporate philosophy of the organisation in the areas of quality and values will be further enhanced if organisation policy makers make use of the findings of this work.

This study found out the influence that society, culture and beliefs of the people that are gender based could have on leaders in organisation and the overall effects on the performance of leaders and the organisation. It was established that feminine attributes which are instinctive and also learnt in the society could be beneficial to the workers and the organisation. To have efficient workforce and effective organisation, human resource policy makers and management in organisations are encouraged to look away from the old beliefs and practices that leaders must be aggressive, masculine, assertive, authoritative and even mechanistic in their relationships in workplace but rather make use of feminine attributes of mothers instinctive, staff-centeredness qualities which are communal and these will affect the workforce and the organisation positively.It is evident that the hallmark of any organisation is ensuring that the organisation performs exceptionally well; therefore, the findings of this study will be of good use for such organisations and their policy makers.

Some organisations noticing the importance of women leaders in their organisations could make what Pomeroy (2007) calls moving from corporate culture to culture of development. It is explained that male leadership has long been the norm in the Safeway Retail Grocery Industry. The shift in culture is meant in this regard to help women advance into management cadre. This is a great strategic plan to advance the organisation, it is a unique diversity initiative that recognises the innate power of woman's attributes for leadership and organisation's effectiveness. In spite of market conditions, Adams, Gupta and Leeth (2007) find out that females appear to be appointed to CEO position as a result of their better corporate performance relative to the appointed males.

Since it is now found out that women could use their endowed attributes to enhance the organisation when put in leadership position, human resource department should take another look at any policy that could be anti-women leaders even if the policy is implied or explicit. All policies and practices that are not supportive of employing women and or putting them in position of leadership for reasons of their gender, that they would raise family and these might negate their performance should be done away with. Women like their male counterparts are good leaders and their communal and mother instinctive qualities are positive contributors to their positions as leaders. Moreover, Human Rights Campaign (2010) says that discriminations in areas of hiring, promotion, conditions of employment and discharge practices in relation to employment based on sex, marital status, gender identity and pregnancy should be prohibited.

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