

STATISTICAL ANALYSIS OF GENDER ON SUPERVISOR SUBORDINATE RELATIONSHIP

Abstract: *This research entitled “Gender on Supervisor Subordinate Relationship” (A Study of First Bank Nigeria Plc, Makurdi, Branch). It deals with the important aspects which a Supervisor performs on the Bank and also the Qualities of Gender Relations in the organization. The sample size of 110 was used. The questionnaire and oral interview was used for data collection. Data was presented in tables and a descriptive approach is adopted in analysis using chi square.*

Key words: Gender, supervisor-subordinate, relationship, first bank

Introduction

Gender is the range of characteristics pertaining to, and differentiating between, masculinity and femininity. Depending on the context, these characteristics may include biological sex, sex-based social structures, or gender identity. Gender is a general term that refers to girls, boys, women and men. Gender can also be defined to include the roles of males and females in the society. A gender perspective in Supervisor-subordinate relationship would look at the way in which the considerations of these different groups of people will be dealt with during the transitional justices’ process. Female’s experience of Supervisor-subordinate relationship and transitions however differ from that of males due to gendered patterns that define different roles and experiences during both conflict and post- conflict. Whenever there is interaction between two individuals, there are chances of difference of opinion. Gender on Supervisor-subordinate relationship then, refers to the ways women and men are affected in times of Supervisor-subordinate relationship.

Every individual in every organization is involved in a supervisor-subordinate relationship. It is arguably the most important interaction that takes place within an organization. Organization is made up of people who come together to achieve common objective through coordinated activities which is the hallmark of management (Nwachukwu, 1988). The description of Management by Mary Packer Follet (1868-1933) in Adebayo, et al (2005) that management is the art of getting things done through other people was further expatiated by Rao and Narayana (1989) to be an apt summation of what a manager does in an organization and that underneath this apparent simplicity is manipulative character of management functions which is best understood when the statement is clearly examined. The examination of the statement revealed that a manager does nothing on his/her own but through people and that before the manager can get things done through these people, there must be use of authority, need for result accomplishment, and people. However, Akinsanya (2008) explained further the inherent deductions from the description of management by Mary Parker Follet which was an extension of that Rao and Narayana (1989) to include use and coverage of authority, definition of supervisor and subordinate relationship, objective to achieve, communication network of intentions, structural relationship and the use of people to get result. In a nutshell, the need to manage resources through the use of people in order to accomplish the stated objective(s) is the hallmark of

management as a concept and that in the course of managing these resources through the use of people, a structural relationship would emerge in form of hierarchical order where all the people will not be on the same pedestal or level i.e. master and servant relationship. It is the master and servant relationship that developed into what is known as supervisor and subordinate relationship (Oginni & Faseyiku, 2012).

Statement of Problem

A subordinate receives assigned duties and authority from a supervisor and is accountable only to that supervisor. Emanating from these two elements of the 14 principles is that supervisors do not have identical relationship across their subordinates in the work activities but rather develop unique dyadic relationship with each subordinate as a result of role making behavior. The emphasis of the chain of command is on the inter-connectivity and unbroken set of reporting relationship from the top of the organization to the bottom. It is a test on individual's performance against the expectations of a supervisor whereas unity of command placed emphasis on accountability of subordinates to only one supervisor. It then follows that the quality and quantity of work depends to a large extent on the quality of supervision on the operative workers and the work climate which is a function of interpersonal factor. Hence, the need to research into the study of existing relationship between employees' commitment and supervisor-subordinate relationship, the aim of the study is to determine the effect of supervisor-subordinate relationship on the employees' commitment to the core beliefs of the organization thereby generating the propensity to remain with or not decision through the following specific objectives;

1. To examine the effect of supervisor-subordinate relationship on first Bank plc. Makurdi
2. To investigate the extent of the effect of supervisor-subordinate relationship on first Bank plc. Makurdi branch
3. Identify various challenges confronting supervisor-subordinate in first Bank

Literature Review

The concept of supervisor and subordinate relationship is deeply rooted in the leadership concept which manifested through leadership styles. Flippo (1980) described leadership as a pattern of behaviour designed to integrate organizational and personal interests in pursuit of some objectives. However, Hollins (1971) in Adebayo et al (2005) expressed leadership as the ability to create ideas and instill into every member of the organization a sense of confidence, loyalty, willingness, satisfaction and cooperation. From this definition, it can be deduced that a leader must have visions, develop team work, counseling wisdom, discipline, goal getter and influence the followers who may be referred to as subordinates in the world of work in order to achieve results. From Flippo's description, the behaviour designed and exhibited by a leader during the course of supervision of the subordinates is known as leadership styles (Rao and Narayana, 1989). There are many different styles of leadership as there are leaders and so also is the fact that some are more common than the others (Shokan, 1995). From common to uncommon i.e autocratic, democratic and laissez-faire (free rein), Likert's styles 1-4 system (exploitative autocratic, benevolent autocratic, consultative democratic and participative democratic), X and Y, managerial grid, Michigan studies and Ohio State University Studies (Shokan, 1995, Adebayo et al, 2005, Rao and Narayana, 1989, Drucker, 1994, Robbins, 1988, Kotler et al 1999 and Mullins, 2007).

Nehmeh (2009) posits that all individuals vary in their propensity to become committed, due to personal characteristics, pre-entry expectations or organizational choice variables. She therefore sees these factors as

challenges to commitment in the relationship between superior and subordinate. Booker (2011) identified culture as another major challenge in employees' commitment and superior-subordinate relationship which was illustrated in this way. "You may think you're doing a great job, but your supervisor may think otherwise and may encourage you to seek training or other resources to enhance your skills. Perhaps management thinks you're suited for a different position – maybe they see something in you that you don't see in yourself". Situations like these could cause a person to wonder if the company is as committed to him as he is to the company and to her change is inevitable which may further affect the level of commitment of such employee.

To overcome these challenges, the following strategies for superior-subordinate relationship can be adopted to get subordinate commitment towards the core beliefs of the organization namely informal interactions, formal interactions, appear impressive and maintenance. The informal interactions, such as joking and non-work related conversations emphasize creating friendship. The formal interactions, such as politeness and respect for the superior's authority, do help to create a professional supervisor-subordinate relationship. Another is to appear impressive to the supervisor, such as a hesitancy to deliver bad news or being enthusiastic. The final relationship maintenance strategy includes open discussion about the relationship with the supervisor, including explicitly telling them how they want to be treated in the workplace.

Methodology

According to Kinnear (1989) "a research design is the basic plan which guides the data collection and analysis phases of a research project. It is the framework which specifies the type of information to be collected and source of data collection procedure. A descriptive survey method was used for this study. It is important to determine the method and procedure adopted in this research report since it gives the reader background information on how to evaluate the findings and conclusion.

Method of Data Analysis

A close study was made from the returned questionnaire and the data collected was presented on simple percentages and tables. This chapter deliberate and analyze the series of information gathered from the respondents the researcher deemed it fit to analyze the collected data and chi-square was used on testing the hypotheses.

The computational formula is given by

$$\chi^2 = \frac{(o_i - e_i)^2}{e_i}$$

Where

χ^2 = Chi-square

o_i = Observed frequency

e_i = Expected frequency

Data Analysis and Presentation

Questionnaires were administered out of which one hundred and ten (110) were returned. However, this chapter analyzed the series of information gathered from the respondents the researcher deemed it fit to analyze the collected data and chi-square was used in testing the hypotheses.

Table 1 *gender distribution of respondent*

Option	Frequency	Percentage
Male	80	72.7
Female	30	27.3
Total	110	100

The table above indicates 80 respondents quavered male representing 72.7% of the population while 30 were female representing 27.3% of the population.

Table 2 *Age distribution of respondents*

Option	Frequency	Percentage
Under 30	36	32.7
30-40 years	28	25.5
41-50 years	25	22.7
51-60 years	21	19.1
Total	110	100

The table above show that fewer than 30 tenors of the age of respondent were 36 represented by 32.7%, 30-40 years were 28 represented by 25.5%, 41-50 years were 25 represented by 22.7% and 51-60 years were 21 represented by 19.1%

Table 3 *Marital status of respondents*

Option	Frequency	Percentage
Single	35	31.8
Married	63	57.3
Divorced	12	10.9
Total	110	100

The response show that 35 were single represented by 31.8% while married were 63 represented by 57.3% and divorced were 12 represented by 10.9%

Table 4 *Educational qualification of the respondents*

Option	Frequency	Percentage
FSLC	-	-
SSCE	10	9.1
OND/NCE	30	27.3
HND/BSC	50	45.5
MSC/PHD	20	18.2
Total	110	100

The table shows SSCE holder were 10 represented by 9.1 % OND/NCE holder were 30 represented by 27.3 % HND/BSC were 50 represented by 45.5% and MSC/PHD were 20 represented by 18.2%

Table 5 *Years of service*

Option	Frequency	Percentage
Under 10 years	30	27.3
10-20	40	36.4
21-30	20	18.2

31 and above	20	18.2
Total	110	100

The table above indicates that 30 respondent were employed from under 10 years presenting 27.3%, 40 were from 10-20 years representing 36.4% 20 were employed from 21-30 years representing 18.2% and 20 were employed from 31 and above years represented 18.2%

Table 6 *Do gender on supervisor-subordinate relationship affect first bank and other mega banks?*

Option	Frequency	Percentage
Yes	90	81.8
No	20	18.2
Total	110	100

The above table indicate 90 respondent represent by 81.8% say that gender on supervisor subordinate relationship affect First Bank and other mega bank, while 20 respondent repented by 18.2% disagree that gender on supervisor subordinate relationship does not affect First Bank and other mega bank

Table 7 *Have methods of crisis settlement used by the Public Relations department been effective on gender on supervisor subordinate relationship in first bank plc?*

Option	Frequency	Percentage
Agree	73	66.4
No opinion	2	1.8
Disagree	35	31.8
Total	110	100

The table above indicate that 73 respondent represented by 66.4% agree that the methods of crisis settlement used by the public relations department been effective on gender on supervisor subordinate relationship in first bank plc, 2 respondents represented by 1.8% no opinion and 35 respondent represented by 31.8 disagree that the methods of crisis settlement used by the public relations department been effective on gender on supervisor subordinate relationship in first bank plc.

Table 8 *How would you rate the performance of the Public Relations department towards crisis management?*

Option	Frequency	Percentage
Excellent	56	50.9
Good	44	40
Fair	10	9.1
No opinion	-	-
Total	110	100

The response show that 56 were excellent represented by 50.9% while good were 44 represented by 40% and fair were 10 represented by 9.1%.

Option	Frequency	Percentage
Yes	90	81.8
No	20	18.2
Total	110	100

Option	O	E	O	$(O - E)^2$	$(O - E/E)^2$
Yes	90	55	35	400	7.27
No	20	55	-35	8100	147.27
Total					154.54

$$\chi^2 = 154.54$$

Level of significance = 0.05

Degree of freedom = 1

Table value $\chi^2_{\alpha} = 3.841$

Decision Rule

Since the calculated value is greater than the tabulated value $154.5 > 3.841$, we reject the null hypothesis at 5% level.

Using table

Option	Frequency	Percentage
Yes	80	72.7
No	30	27.3
Total	110	100

$$\frac{110}{2} = 55$$

Option	O	E	O	$(O - E)^2$	$(O - E/E)^2$
Yes	80	55	25	900	16.36
No	30	55	-25	6400	116.36
Total					132.72

$$\chi^2 = 132.72$$

Level of significance = 0.05

Degree of freedom = 1

Table value $\chi^2 = 3.841$

Decision Rule

Since the calculated value is greater than the tabulated value $132.72 > 3.841$, we reject the null hypothesis at 5% level of significance

Conclusion

The gender on supervisor subordinate relationship cannot be over emphasized. From the result of the research carried out, the researcher reported that working experience rather than gender of the managers has been found to have significantly influenced conflict management effectiveness. Also, the banker argued that experience male and female manager was found to be equally effective in managing conflict though their attitude may quite differ. First

Bank solve gender issue by giving all their customers, both male and female chance to exercise their fundamental human right according to bank ethic

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