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The Role of Culture on the Leadership Styles of Generation X Women in Nigeria.

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Introduction

- The purpose of this phenomenological qualitative study was to explore the role of culture on the leadership styles of Generation X women in Nigeria.
- The research study was conducted to understand the day-to-day, and lived experiences of 30 Generation X women between the ages of 30 to 45 years who are in positions of power in Nigeria.
- The problem is that Generation X women in positions of power are caught between the Nigerian societal culture and that of the western business ideology of the 21st century. The “universal” 21st century global market leadership culture is mostly guided by western ideologies that are in direct conflict with the national and family culture of Nigeria.
- The research explored the relationship between culture and leadership, and empirically determined the extent of cultural influence and power on leadership styles of Generation X women in positions of power in Nigeria.

Gaps in literature / study

- The past decades have been marked with vast amount of research in the field of cross - cultural management but:
 - Not enough research previously conducted in subject / research area of women and leadership in Nigeria.
 - Not enough country or cultural studies completed in Nigeria on cross-cultural management and leadership since Nigeria is a country with diverse ethnic and cultural groups.
 - There were limited empirical resources found on cross-cultural management and leadership by several authors, but, in most cases, they were by the same set of authors who have conducted research on leadership in several countries.
 - More questions than answers exist regarding culturally contingent aspects of leadership especially those on the leadership styles of Generation X women in a cross-cultural setting such as Nigeria with over 250 ethnic and cultural groups.

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Power Theories

- The following are some of the theories of power that guided the research:
 - Marxist theory of capitalism.
 - Elitist theories.
 - Pluralist theories.
 - Karl Marx in the 19th century.
 - Max Weber in the 20th century.

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French & Raven (1959) Sources of Power

► The following are the five identified sources of power used in the research to understand how women view and use power within their organizations:

- 1.Coercive Power
- 2.Reward Power
- 3.Legitimate Power
- 4.Expert Power
- 5.Referent Power

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Women and Leadership in Nigeria

Some notable women in Nigerian leadership



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Support for Problem Statement

- ▶ Women in 21st century Nigeria have contributed notably to various organizations and have ascended to top leadership positions in their respective businesses and professions.
- ▶ Despite this escalation in rank, many women in positions of power face enormous problems in their abilities to lead organizations effectively based on societal values, norms and beliefs (Nwosu, 2006, Ajayi, 2007; & Igunbor, 2005).
- ▶ The workforce in Nigeria now includes younger generation of women called the Generation X who have joined the workforce of the 21st century post-modern economy.
- ▶ This generation is moving upward faster than their predecessors of women leaders based on current global trends and business landscape.

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Purpose

- The purpose of this phenomenological qualitative study was:
 - To investigate the leadership styles of Nigerian women belonging to the Generation X sub-culture.
 - To understand participant's perspectives and interpret perceptions on the role of culture on the leadership characteristics, drawn from the lived experiences of Generation X women leaders in Nigeria.

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Significance

- The study of Generation X women in positions of power is an important subject for research in Nigerian organizational structure.
- Discerning ways in which Generation X women in leadership positions cultivate styles of governance, affected by culture with a set of social and demographic characteristics is important when studying leadership in Nigeria.
- This study can contribute to shape organizational relationships, increase leader efficiency, and improve follower relations.
- The goal was to apply this research study as a tool for encouragement, innovation, and morale in the creation of future leadership opportunities for Generation X women in determining their views of power and how to influence peers and subordinates within organizations in Nigeria.

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Research Questions

- ▶ What are the general attitudes of peers, and subordinates, toward Generation X women in positions of power?
- ▶ What role does societal culture play on the leadership styles of Generation X women?
- ▶ How do Generation X women in positions of power view and use power within the organization?

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Methodology

Conceptual framework

- Qualitative phenomenological approach.

Exploratory qualitative research

- Explores day-to-day human experience by placing participants' perspectives into context.
- Open - ended survey questionnaire.

Theoretical framework

- Transformational leadership.
- Hofstede's cross - cultural framework.

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Hofstede's cross - cultural framework.

- ▶ Hofstede (1980, 1991, 1994, and 2001) developed a cultural dimension model:
 - 1. Power distance
 - 2. Individualism/collectivism
 - 3. Masculinity/femininity
 - 4. Uncertainty avoidance
 - 5. Long-term/short-term orientation

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Sample

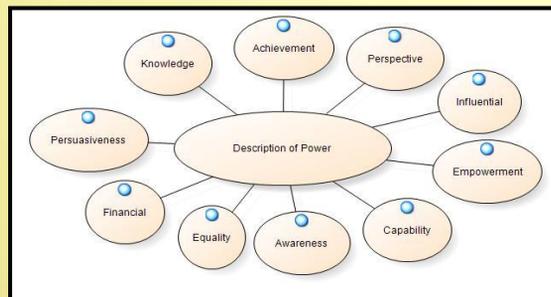
- The focus samples were women between the ages of 30 and 45.
- Although Nigeria has more than 250 ethnic groups, languages, and cultures, Generation X is the country's common thread.
- Members of Generation X, who are under the age of 45, have the capacity to face the daring challenges posed in the 21st century global marketplace.

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Findings 1 - Power Meaning

Theme 1:

There are clear differences in opinions, and perspectives of Generation X women in leadership positions compared to those of previous generation of women and men in general.

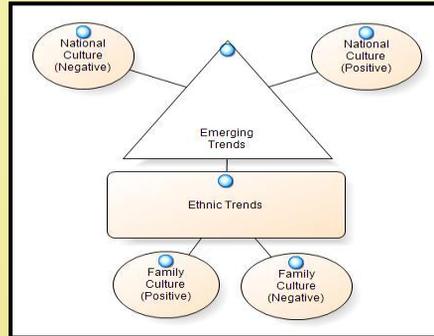


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Findings 2 - Ethnic Trends

Theme 2:

Leadership of Generation X women in Nigeria is still an emerging trend.

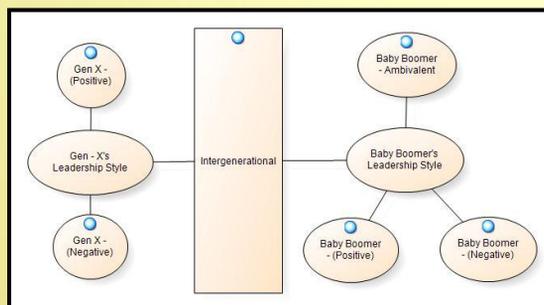


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Findings 3 - Inter-generational

Theme 3:

There are differences in the leadership styles, and that the characteristics of Generation X women are different from previous generation of women leaders.

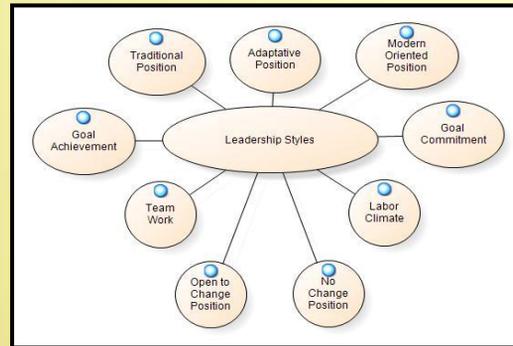


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Leadership Styles

Generation X women use their leadership styles for:

1. a variety of reasons
2. in different settings



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Selected Leadership Styles

❖ Some of the selected leadership styles:

- Democratic
- Situational
- Transformational

❖ Universal style of leadership:

- Yes
- No
- May be
- Depends

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Autocratic Leadership Style

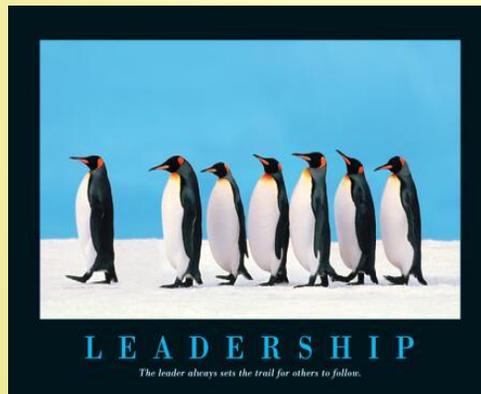
Does not work well in cross - cultural organizational environments



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Transformational Leadership Style

Works best in cross- cultural organizational settings



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SWOT ANALYSIS - Strengths

- ❖ Ability for Generation X women in leadership positions in Nigeria to excel in their various leadership or business positions.
- ❖ Ability to adapt to and advance at the same or faster pace with professional peers.
- ❖ Utilizing the leadership styles of Generation X women as an advantage to fulfill or achieve set organizational goals.

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SWOT ANALYSIS - Weaknesses

- ❖ The young age of Generation X women in positions of power.
- ❖ Men of any age and in any position.
- ❖ Older females in the same or similar positions.
- ❖ The prevalent national and family cultures in Nigeria.
- ❖ Global trends; western business culture.

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SWOT ANALYSIS - Opportunities

- ❖ Advancing professionally and obtaining more education.
- ❖ Capability to exercise leadership styles and meeting the 21st century globalized market standards with increased awareness.
- ❖ Ability to be able to compete with their peers, and subordinates.

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SWOT ANALYSIS - Threats

- ❖ Global trends.
- ❖ Generation X females traveling back to Nigeria.
- ❖ Men of any age and in any position.
- ❖ Certain positions considered to be “macho” or male oriented.
- ❖ Older women in positions of power.

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Conclusion

- The role of culture on the leadership styles of Generation X women in Nigeria, is seen as an emerging trend.
- The role of culture on the leadership styles of Generation X women in Nigeria varies from one woman in position of power to the other.
- This leadership style variation is based on different demographics.
- From the study, there is not one or universal style of leadership across cultures.
- A person's culture - both national and family, determines his or her leadership style, even though proponents of cross-cultural studies have argued that there is a universal style or culture of leadership.

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Recommendations for Policy Makers

- The analyzed results from the data of this research can be used by policy makers in Nigeria to:
 - understand the effects of the leadership of young women as an emerging trend in the social, political and economic system.
 - assist in making allowance in national policies for the inclusion of more women in leadership positions.
 - focus on the improvement in the education of women in Nigeria particularly of young women.
 - increase awareness in knowledge of global trends, and in social and professional issues.
 - better understand some of the biases and issues facing women in leadership positions in Nigeria.
 - better understand when making policy decisions on the financing and in the development of programs geared towards the education and inclusion of women in leadership positions in Nigeria.

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Recommendations for Organizational Leaders.

- ▶ Understand the lived-experiences of Generation X women in positions of power in Nigeria.
- ▶ Need for improvement in organizational goals and strategies.
- ▶ Serve as a model for inter-cultural or multi-cultural business organizations.
- ▶ Understand the need for better opportunities for women leaders.
- ▶ Encourage and mentor other younger generation of women leaders to attain leadership positions.

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