

# 1 Behavioural Aspects of Managerial Potentials of Nigerian Women

2 Dr. Orok B. Arrey<sup>1</sup>

3 <sup>1</sup> Federal University Wukari

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## 5 **Abstract**

6 Management behaviour of women managers in Nigeria is base on agenda. It is truly believed,  
7 that management behaviour is expected of all manager be they male or female. Previous  
8 seminars on women in management major factors against more woman getting into  
9 management positions plus the problems they face on the job identified and discussed. The  
10 barriers to, reaching management position are both internal and external. These include  
11 socialization process, sex stereotyping process of jobs, education, family responsibilities,  
12 societal attitudes. Also a lot of constraints on job performance, have been identified as, lack of  
13 management training, lack of the need/will to manage, lack of the need for power, lack of the  
14 relevant experience, non-membership use of informal professional networks and lack of support  
15 by husbands. To acquire the right attitude and behavior consistent with effect with  
16 management, women ought to be aware of their constraints and struggle to overcome them  
17 before they can be accepted by men in leadership roles.

19

20 *Index terms—*

## 21 **1 Introduction a) Problem Defination and Purpose of Study**

22 Women in our Nigerian society today are being under-mind by the male counterparts; they are they are treated as  
23 "underdogs". The women are being regarded as new comers in the managerial environment. As underdogs, women  
24 are regarded as "square pegs ill round holes"; when it comes to leader ship and top management positions. For  
25 this reason and for the fact that they have arrived skills and technical competences but also the total behaviour,  
26 relevant and consistence with effective acceptance and successful managers.

27 Many reasons are usually advanced women as unsuitable material for leadership and top positions. that are  
28 either based on false premise or myths. Some of this include: 1. The long held societal view that biology is  
29 destiny as a fallacy. This view maintains that a woman's biological make up makes her unsuitable for managerial  
30 positions. 2. Sex -role stereotyping is a fallacy. The belief that some jobs are most suitable for females, while  
31 others are best for males is not based on tested knowledge. 3. It is not longer true that a woman's place is only  
32 in the home as a cook or a rearer of children.

33 Author: Department of Business Aministration Federal Unversity Wukari Taraba State Nigeria. P. O. Box  
34 371 Wukarl Taraba State, Nigeria. e-mail: orokbonifacearrey@yahoo.com 4. It is erroneous to assume that for  
35 the man leadership is a birth -right even where a women is more qualified to hold such a position. The manager  
36 is the key to organizational effectiveness. He functions in different ways and capacities to keep the organization  
37 on course. Understanding managerial roles or function will, therefore, be the first steps towards the improvement  
38 of managerial effectiveness. There are two different views about managing -the normative view which deals  
39 with what has become the acceptance universally as functions of management, and the descriptive view which  
40 describes what managers actually-do on their job.

## 41 **2 b) The Normative View**

42 The universal functions of management are often given as planning, organizing, coordinating and controlling.  
43 1. Planning is deciding what to achieve and how to achieve it. 2. Organizing involves the assembling of

44 human and physical resources needed to achieve planned objectives and assigning responsibilities to various work  
45 groups/members. 3. Coordinating is communicating with, motivating and leading employees, also coordinating  
46 other activities. 4. Controlling is seeing to it that employees perform their jobs correctly. The task of seeing that  
47 employees perform their jobs correctly is usually the supervisor's middle managers. Lack of proper planning and  
48 organization leads to wasted resources. Managers who plan and organize the activities well tend to spend less  
49 time and energy in the implementation process.

### 50 3 c) The Descriptive View

51 Looking at what is supposed to be doing is different from what he actually does. Thus, another view point looks  
52 at management functions in terms of activities that managers perform. These activities may seem unrelated to  
53 the traditional functions, but. They are in fact the means by which they perform these functions. These are  
54 personnel intersectional, administrative technical.

55 i. Personal Activities Some activities manager engage in serve personal needs as well as organizational functions  
56 i.e., Year 2014

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61 positions plus the problems they face on the job identified and discussed. The barriers to, reaching management  
62 position are both internal and external. These include socialization process, sex stereotyping process of jobs,  
63 education, family responsibilities, societal attitudes. Also a lot of constraints on job performance, have been  
64 identified as, lack of management training, lack of the need/will to manage, lack of the need for power, lack of  
65 the relevant experience, non-membership use of informal professional networks and lack of support by husbands.  
66 To acquire the right attitude and behavior consistent with effect with management, women ought to be aware  
67 of their constraints and struggle# to overcome them before they can be accepted by men in leadership roles.  
68 attending conference or performing ceremonial" duties such as wedding of one of the employees.

69 ii. International Activities Managers spend considerable time and energy with other people. Subordinate,  
70 superiors, customers, unions, community leaders and so forth. Intersectional activities serve interpersonal roles  
71 such s liaising with others outside his vertical chain of command, leading others and playing the figure head role.  
72 It is through personal contacts that managers can collect vital information that will lead them to making the  
73 right decisions. Without personal contact important valuable information will be lost.

74 iii. Administrative Activities iv. Technical Activities Managers need to be technically competent (e.g) use  
75 or tools, technical knowledge and skills as they cannot supervise effectively without adequate knowledge on the  
76 technical activities they are to supervise. The higher you go, the lesser the time a manager spends on such  
77 activities.

### 78 5 II.

### 79 6 Background Literature

80 a) The Nature of Managerial Work ??hung and Megginson (1981:17) state that "Management activities are  
81 characterized by brevity, fragmentation, reactivity, oral communication and political inclination. Managers  
82 are doers rather than reflective planners and have to cope with 8 constant parade of challenges and surprise'."  
83 Studies such as that done on Chief Executives seem to agree with these characteristics of managerial activities  
84 and have gone further to add to the list, a hectic pace, oral communication, reactive behaviour and political  
85 inclination. In carrying out their day to day activities, managers prefer to use oral communication and rely  
86 heavily on it. This is because, written communication is slow and time consuming, It is less formal and brings  
87 any up-to-date or confidential information. By oral communication, the manager also maintains contact with  
88 workers.

89 iii. Reacting That is reacting to various work situations as they arise. Many times things do not just turn out  
90 as planned due to unforeseen situations. Also when faced with a limited time span within which various activities  
91 are to be performed, managers tend to give closer attention to the more tangible and current things.

### 92 7 iv. The Political Reality

93 A manager does not only work with people within his organization. He has to maintain a network of interpersonal  
94 contacts with people outside the organization. He must give and receive information, favours, and support the  
95 need to perform their job effectively. He is usually a spokesman for his organization and therefore must  
96 perform public relations functions for the organization.

97 The manager must maintain contact within influential people who can "pull strings" for his organization when  
98 the need arises.

99 View on the performance of women managers women managers are not portrayed in a positive light. In a survey  
100 made by Harvard Business review, majority of top bosses believed women to be unsuitable for top management

101 positions because of their dispositions quoted in M. I. Okojie (1990). This view is in line with the cultural  
102 perception of women in many societies including Nigeria as sort, graceful, flexible, dependent and intuitive. The  
103 irony of such views is that the women is a better manager for these qualities, lacking in the men. Flexibility, is  
104 a good managerial quality without which a manager can appear autocratic and overbearing.

105 According to Okojie C. E. E. in a paper titled: Nigerian women in Public sector management, describes  
106 the two management styles that have been observed among women managers those are the "battle-axe" of  
107 "martinet" approach, and conciliatory" or "famine" style. 1. The Battle -Axe management style was said to  
108 be characteristic of the pioneer female managers, who finding themselves in an all male environment adopt and  
109 unduly aggressive, ferocious, dictator and and hostile management style. Such managers are feared and often  
110 disliked by their staff. They display unpopular characteristics which have give rises to negative attitude towards  
111 female managers. Managers also spend some time in performing administrative duties, such as preparing budgets,  
112 processing paper work, monitoring policies and procedures and handling personal matters. There are activities  
113 that separate managers from non managers and yet less time is usually allocated to them. Other employees do  
114 not perform administrative activities. A manager has to keep abreast with government policies and legislation  
115 (e.q.) regulations, minimum wage, labour laws, industry laws on import licenses etc and comply with some.

116 Although mangers do usually plan and organize activities all read of time, the actual performance of such  
117 activities is usually carried out in a hectic and at times chaotic manner, the activities managers me expected to  
118 carry within the available time become too many to be handled in a systematic manner.

## 119 **8 Global Journal of Management and Business Research A**

120 Volume XIV Issue IV Version I ( ) ( ) feminine or conciliatory management style. Such women play on their  
121 feminine attributes in their approach to work. They are not aggressive or decisive in executive their duties. They  
122 lack the will to manage. Many of such women have reached management position not through any special effort,  
123 but through routine promotion exercises.

124 In Nigerian situation, many of such women managers have unduly glamorized management positions by their  
125 style of dressing as if that will make up for their deficiencies. Women who adopt this feminine style give poor  
126 image of women in management as frivolous and duly concerned with trivialities rather than serious issues.

127 Between these two extremes is the professional manager who has combined the firmness from the battle -ace  
128 approach with the conciliatory approach of the feminine style to yield effective leadership of subordinates. Neither  
129 the battle-axe nor the feminine style approach leads to high productivity.

## 130 **9 III.**

### 131 **10 Presentation a) Stratigies for Improving Managerial Be- 132 haviour**

133 There is a role that education plays in managerial behaviour. 1. Education: According to gray et al ??1988),  
134 there are many different types or education referred to as "generalist" as opposed to "specialist" education.

135 The "generalist" specializes in the social science subjects and humanities which definitely tend to attract  
136 and develop individuals differently from the "specialist" type. The "Specialist" type of education includes law,  
137 medicine, engineering etc. The important thing is that in which ever profession you are managing, you need  
138 to acquire specialized. Knowledge alone will not make you an effective manager. You need to know about the  
139 society, the people and their expectations, interests and values and you need knowledge about your workers, and  
140 how to motivate them, etc. 2. To be effective women managers must learn to be in control or both themselves  
141 and situation. It is easy to lose balance and behave in ways unbecoming of a leaders, if the manager has not  
142 come terms with the different kinds of demands and problems that site is expected to grapple with by virtue of  
143 her position. To be effective, a manager must be ready to cope with the time expected. 3. Women managers  
144 must display the ability to exercise power and authority over others without being dictatorial or draconian. To  
145 achieve these goals, women managers must not allow themselves to be distracted from important issues in order  
146 to survive they must ignore many things, work hard, be dedicated and exert one's power in the right way, not  
147 failing to use disciplinary measures where and when necessary. Female managers must conscious avoid being  
148 unnecessarily aggressive and antagonistic, as this will go along way in dispelling negative opinions people have  
149 about them. 4. To use power and authority properly, self confidence is a must. Self confidence itself is best  
150 developed when one has sound educational background and takes well informed decisions. 5. Another important  
151 step towards acquiring the right attitudes and behaviour relevant in management positions is knowing oneself. A  
152 female manager must be realistic about her capabilities and short coming. 6. Some women managers in Nigeria  
153 have also been accused of lacking in the will/need to manage because they came into management position by  
154 appointments or through the rise in rank and file. 7. Being a good position has become a necessary ingredient for  
155 effective management. First the manager must perform the public relations duties for her company, organization  
156 etc. she has to sell her company to the community, targeted group etc, but she cannot do this effectively if she  
157 herself does not project a positive self image both to outsiders and insiders. Secondly, within the organization,  
158 situations arise where the manager, must defend take for and where necessary "lobby" others on behalf of his  
159 subordinates. A well qualified hardworking and dedicated employee can lose certain privileges, promotions,

## 14 CONCLUSION

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160 sponsorship if the boss does not act or show enough interest. 8. Women managers should not strive to act like  
161 men in a bid to be accepted as leaders. They could loss the equalities that make them women. A women can be  
162 graceful, treat people well and get the best out of them while she remains firm.

### 163 11 b) Leadership

164 To be successful, the manager must also be a leader management is a process of planning, coordinating and  
165 controlling, while leader ship is the process of influencing other people for the purpose of achieving organizational  
166 goals. The following qualities have been identified as common with successful leaders: 1. A strong desire for task  
167 accomplishment 2. Persistent pursuit of goals 3. Creativity and intelligence used to solve problems 4. Initiative  
168 applied to social situations 5. Self assured personality 6. Wiliness to accept behavioural consequences. 7. Low  
169 susceptibility to interpersonal stress 8. High tolerance for ambiguity 9. Ability to influence others 10. Ability to  
170 structure social interaction.

171 Also a loader must be innovative as well as risk taker. A leader must be committed organizational loader must  
172 identify with its goals, or purpose. There must be a great sacrifice to achieve your goals and also be persuasive.  
173 That is in order to make people voluntarily identify and work. As a. leader persuasiveness is necessary. c)  
174 Barrier's to Reaching Management Position are both Internal and External These include: 1. Socialization  
175 process where girls are discourage from learning certain attributes (aggressiveness, decisiveness, detachment,  
176 analytical, objectivity etc) which are often identified with managerial jobs. 2. Sex -stereotyping or jobs where  
177 management is identified as a male job, and girls were discourage from aspiring for such position. 3. Education,  
178 especially lack of university education. 4. Family responsibilities, house work and child rearing that tend to  
179 weight women down. 5. Societal attitude, which stems from prejudices from make bosses who regard women  
180 as ineffective managers. Constraints on job performance: 1. Lack of management training 2. Lack of the need  
181 will to manage 3. Lack of the need for power 4. Lack of relevant experience 5. Non membership/use of informal  
182 professional networks 6. Lack of support by husband etc.

183 To acquire the right altitudes and behaviours consistent with effective management, women in Nigeria out to  
184 be aware of these constraints and struggle to over come them. The path to effective managerial behaviour or  
185 women will depend to a large extent on overcoming those obstacles that constrain them on job.

### 186 12 IV.

### 187 13 Recommendations

188 Behavioural aspect of managerial potentials of Nigerian women in the system is welcomed. For them to excelled  
189 to top management positions the Nigerian women have to put up good struggles before they can be accepted by  
190 the men in the leadership roles. For the Nigerian women to achieved this end requires proven ability, hard work,  
191 dedication and sacrifice. Once in top positions Nigerian women must learn fact and act in ways that will earn  
192 their respect, recognition and acceptability.

193 Once in positions of authority, women should realize that certain behaviours are necessary for holding and  
194 maintaining that office. They as managers must of necessity learn to play politics and lobby as their men  
195 counterparts.

196 V.

### 197 14 Conclusion

198 Nigerian women managers can draw their lesson from 1991 Nigerian gubernatorial primaries as it affects women.  
199 Also the case of Professor Alele Williams, female Vice Chancellor of University of Benin show that society is  
200 not ready for women leaders. women have to put up a good fight to compote with their males counterparts in  
201 leadership roles.

202 Women must learn fast and act in ways that will earn thorn respect, recognition and acceptability. Once in  
203 positions of authority-women should realize that certain behaviours are necessary for holding and maintaining  
204 that office, in order to survive, women must persevere and not let opposition and failure deter them. This is only  
205 the beginning and women have not performed poorly. Societal attitudes are hard to change, but will necessarily  
206 change when women show enough determination.

207 There are both historical and constitutional changes that signal some significant shift in the plate of women  
208 in the society. Such changes are most likely going to have the spillover effect on women in management.<sup>1</sup>



Figure 1:

Behavioural Aspects of Managerial Potentials of Nigerian Women  
Year Year 2014  
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[Note: © 2014 Global Journals Inc. (US) 1]

Figure 2:



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