



## **Gender Relation between Supervisor and Subordinate Using Statistical Tools**

**G. Ornguga, Ianngi<sup>1\*</sup>, Nelson Jonah<sup>2</sup>, V. Iornem, Tersoo<sup>1</sup> and Ogojah, Teryila<sup>1</sup>**

<sup>1</sup>*Department of Statistics and Operations Research, Modibbo Adama University of Technology, Yola, Nigeria.*

<sup>2</sup>*Department of Management Technology, Modibbo Adama University of Technology, Yola, Nigeria.*

### **Authors' contributions**

*This work was carried out in collaboration between all authors. All authors read and approved the final manuscript.*

### **Article Information**

DOI: 10.9734/AJARR/2019/v3i230083

#### Editor(s):

- (1) Dr. Shih-Chien Chien, Associate Professor, Department of International Business and Trade, Shu-Te University, Taiwan.
- (2) Dr. Muge K. Davran, Associate Professor, Department of Agricultural Economics, Faculty of Agriculture, University of Cukurova, Turkey.
- (3) Dr. Shu-Lung Kuo, Associate Professor, Engineering Consultant, Kelee Environmental Consultant Corporation, Taiwan and Department of Technology Management, The Open University of Kaohsiung, Taiwan.

#### Reviewers:

- (1) SrinivasaRao Kasisomayajula, Madanapalle Institute of Technology and Science, Jawaharlal Nehru Technological University, India.
- (2) Iroju Olaronke, Adeyemi College of Education, Nigeria.
- (3) Adedapo Oluwatayo, Covenant University, Nigeria.

Complete Peer review History: <http://www.sdiarticle3.com/review-history/46274>

**Review Article**

**Received 20 October 2018**  
**Accepted 01 February 2019**  
**Published 11 February 2019**

### **ABSTRACT**

This research entitled "Gender Relation between supervisor and subordinate" (A Study of First Bank of 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. The findings reviewed that; the bank should ensure access to workplace reporting mechanisms. From the hypothesis we concluded that there exist challenges confronting supervisor and subordinate in first Bank Makurdi branch and that there exist relationship between supervisor and subordinate on first Bank Makurdi branch which shows that female subordinates demonstrate more negative attitudes towards evaluation fairness and that male subordinate with a counterpart female supervisor put more trust in workplace than males with a male supervisor and females with a female supervisor.

\*Corresponding author: Email: [orngugagabriel@yahoo.com](mailto:orngugagabriel@yahoo.com);

*Keywords: First bank; gender; relation; supervisor; subordinate.*

## 1. 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 [1]. The description of Management by [2] in [3] that management is the art of getting things done through other people, 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, [4] explained further the inherent deductions from the description of management by Mary Parker Follet 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 inform of hierarchical order where all the people will not be on the same pedestrian 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 [5].

### 1.1 Statement of Problem

A subordinate receives assigned duties and authority from a supervisor and is accountable only to that supervisor. Everyone has unconscious biases even the best-intentioned people which play out in their everyday lives and interactions such as those in the workplace. Working women of color face a unique set of challenges that intersect across race/ethnicity, gender, and culture. Because of this, many women of color who oftentimes have to deal with daunting roadblocks such as other people's beliefs, attitudes, and experiences. Women at all levels of employment and all levels of workplace are affected with Sexual Harassment. Sexual harassment remains a widespread problem, and at least one-quarter of women having reported some sort of harassment on the job. This inappropriate behavior costs employers in many ways: increased absenteeism, persistent job turnover, and low productivity and engagement. Individually, women become depressed, experience anxiety, or quit all together in the hope of avoiding continued harassment. Women often feel dismissed or ignored. When women (or any employee) feel like outsiders in the workplace because of their unique qualities or differences (e.g., gender, race/ethnicity, nationality, age, religion, sexual orientation), they feel excluded. Exclusion comes at a great cost to organizations in the form of lowered job satisfaction, reduced work effort, diminished employee voice, and greater intention to leave. The objectives are;

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

## **1.2 Hypothesis**

The following hypotheses were formulated in null form to help in solving the aforementioned problem and will be tested for rejection and acceptance at 5% level.

1H0: There is no relationship between supervisor and subordinate on first Bank Makurdi branch

2H0: There are no challenges confronting supervisor and subordinate in first Bank Makurdi branch

## **1.3 Literature Review**

Oginni and Faseyiku [6] conducted a research on The Influence of Supervisor Race, Gender, Age, and Cohort on Millennials' Job Satisfaction. The study that millennial employees are affected by the interplay of various social identities and in turn affect their organizations through their perceptions of these identities, utilizing a sample of 1000 Millennials from the NLSY dataset 2007, this study investigates the effects of supervisor demographics of race, gender, age, and cohort and any relational differences in these within the supervisor-subordinate dyad on employee job satisfaction. It is found that supervisor's demographics and the relational differences in these significantly affect Millennials' job satisfaction. The implication of these findings is that organizations must gain insight into Millennial perceptions and their effects.

Wendy [7] conducted a research on the effects of supervisor-subordinate genders on subordinates' involvement across managerial functions in their study a sample of 1000 respondents were specifically chosen from banking sector to identify if gender of supervisor and subordinate has any effect on subordinates' involvement across managerial functions. To achieve this, firstly, mean of male supervisor with same and cross gender subordinates is compared on the basis of their involvement in managerial functions through applying the split analysis. Results revealed that male supervisors involve more subordinates more in managerial functions than female subordinates. As for female supervisors they have the same level of involvement of both the genders across managerial functions but somehow these involvements are more towards the male subordinates.

Hasan et al. [8] conducted a research on Betting against the Glass Ceiling: Supervisor Gender &

Employee Job Satisfaction in the Casino-Entertainment Industry, employee job satisfaction was analyzed using company, department, and supervisor variables based on 961 surveys, the study's results suggest that employees with male supervisors have a higher employee satisfaction level than employees with supervisors that are female, Hospitality organizations are therefore encouraged to create leadership programs to ensure women are a part of corporate leadership's success formula for the future.

The concept of supervisor and subordinate relationship is deeply rooted in the leadership concept which manifested through leadership styles. Thomas et al. [9] described leadership as a pattern of behaviour designed to integrate organizational and personal interests in pursuit of some objectives. However, [10] in [3] 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 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 [12,13,14,15].

Nehmeh [16] 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 [17] identified culture as another major 12 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.

## 2. METHODOLOGY

### 2.1 Introduction

The methods and approaches used in this research work were discussed in this chapter. The research tools and techniques used in analyzing the study were also explained as well.

### 2.2 Area of Study

First Bank of Nigeria, sometimes referred to as FirstBank, is a Nigerian multinational bank and financial services headquartered in Lagos, Nigeria. It is the biggest bank in Nigeria by total deposits and gross earnings and operates a network of over 750 business locations across Africa. It majors in retail banking and has the largest retail client base in Nigeria. In 2015, The Asian Banker awarded FirstBank the Best Retail Bank in Nigeria award for the fifth consecutive year. The Nigerian banking business operates nationally with an active customer base of over 10 million and employs over 7,000 staff. FirstBank operates along four key Strategic Business Units (SBUs) – Retail Banking, Corporate Banking, Commercial Banking and Public Sector Banking. It was previously structured as an operating holding company before the implementation of a non-operating Holding Company structure (FBN Holdings) in 2011/2012.

### 2.3 Instrument for Data Collection

There are many sources or instrument of data but in this study which is purely analytical two instruments for data collection which is primary and secondary data were used.

**Primary Source:** These are raw data collected from people directly involved. These comprised the data collected from the followings:

**Questionnaire:** The researcher designed well-structured and multiple choice questionnaires for the bank officials. They were personally administered by the researcher. The questionnaires were distributed and collected immediately to avoid loss in transit and close-ended questions were asked for simple and direct responses which the respondents could not easily avoid.

**Oral Interview:** This method served as a follow-up to the questionnaire which gave the respondents the opportunity to explain certain questions in detail. The researcher met the respondents face to face and necessary questions were asked and the researcher filed the prepared questionnaires himself.

**Secondary Sources:** The secondary sources of information used were in the area of literature review. This means making use of Articles from various newspapers written by financial experts, magazines and textbooks.

### 2.4 Population of the Study

According to silver throne (1980) "population is the totality of any group, person or objects which is defined by some unique attributes". Since it is usually not possible to study the entire larger population of First Bank plc, the researcher has chosen the First Bank of Nigeria Makurdi zone as the studied population in order to find a possible solution to which involve a total of 152 employees including top and junior staff.

### 2.5 Sample Size Determination

Sampling population is used to avoid possible errors in dealing with population. The population size was narrowed down to determine the sample size. A statistical formula was used in determining the sample size.

Taro Yamani formula as quoted in Nwabuokeyi, (1986) was applied and it is stated as follows:

$$n = \frac{N}{1 + N(E)^2}$$

Where; n = Sample size  
N = the entire population  
E = Level of significant  
1 = Unit (Constant)

Based on this, the establishment data (n) were computed thus;

$$n = \frac{N}{1 + N(e)^2}$$

$$\text{Where } n = \frac{N}{1 + N(0.05)^2}$$

$$n = \frac{152}{1 + 152(0.05)^2} = \frac{152}{1 + 152(0.0025)} = \frac{152}{1 + 0.38} = 110$$

## 2.6 Validity and Reliability of Instrument

To ensure validity of the research instrument, a pre-test copy of questionnaire was produced and given to researchers for input and also to ensure that the study does not deviate from the scope.

## 2.7 Method of Data Analysis

In this section of the research, a close study was made from the returned questionnaire and the data collected were presented on simple percentages and tables. This chapter will 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

$\chi^2$  = Chi-square

$o_i$  = Observed frequency

$e_i$  = Expected frequency

## 2.8 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.

The Table 1 indicates 80 respondents quavered male representing 72.7% of the population while 30 were female representing 27.3% of the population.

**Table 1. Gender distribution of respondent**

Option	Frequency	Percentage
Male	80	72.7
Female	30	27.3
<b>Total</b>	<b>110</b>	<b>100</b>

**Table 2. Age distribution of respondents**

Option	Frequency	Percentage
20-30	36	32.7
30-40 years	28	25.5
41-50 years	25	22.7
51-60 years	21	19.1
<b>Total</b>	<b>110</b>	<b>100</b>

The Table 2 show that 20-30 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
<b>Total</b>	<b>110</b>	<b>100</b>

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
<b>Total</b>	<b>110</b>	<b>100</b>

The Table 4 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%.

The Table 5 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 5. Years of service**

Option	Frequency	Percentage
<b>Under 10 years</b>	30	27.3
<b>10-20</b>	40	36.4
<b>21-30</b>	20	18.2
<b>31 and above</b>	20	18.2
<b>Total</b>	<b>110</b>	<b>100</b>

**Table 6. Gender on supervisor-subordinate relationship affect first bank and other mega banks**

Option	Frequency	Percentage
<b>Yes</b>	90	81.8
<b>No</b>	20	18.2
<b>Total</b>	<b>110</b>	<b>100</b>

The Table 6 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.

The Table 7 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 7. The 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
<b>Agree</b>	73	66.4
<b>No opinion</b>	2	1.8
<b>Disagree</b>	35	31.8
<b>Total</b>	<b>110</b>	<b>100</b>

**Table 8. Rate the performance of the Public Relations department towards crisis management in first bank**

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

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%.

**Research hypothesis one**

Option	Frequency	Percentage
<b>Yes</b>	90	81.8
<b>No</b>	20	18.2
<b>Total</b>	<b>110</b>	<b>100</b>

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

$$\chi^2 = 154.54$$

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 and conclude that there exist a relationship between supervisor and subordinate on first Bank PLC. Makurdi branch

**Research hypothesis two**

Option	Frequency	Percentage
Yes	80	72.7
No	30	27.3
<b>Total</b>	<b>110</b>	<b>100</b>

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

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
<b>Total</b>					<b>132.72</b>

$$\chi^2 = 132.72$$

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 and conclude that there exist challenges confronting supervisor and subordinate in first Bank Makurdi branch

**3. CONCLUSION**

The gender on supervisor subordinate relationship cannot be over emphasized. From the result of the research carried out, the researcher reported that female subordinates demonstrate more negative attitudes towards evaluation fairness and that male subordinate with a counterpart female supervisor put more trust in workplace than males with a male supervisor and females with a female supervisor since the null hypothesis is rejected. First Bank solves gender issue by giving all their customers, both male and female chance to exercise their fundamental human right according to bank ethic. The bank should Develop and implement prevention strategies such as a highly visible community education campaign. Ensure access to workplace reporting mechanisms. Train managers to report any complaints or observations of harassment. Create conversation ground rules and hold yourself and your team accountable for any harassment.

**COMPETING INTERESTS**

Authors have declared that no competing interests exist.

**REFERENCES**

1. Nwachukwu CC. Theory and practice. Onitsha, Africana-FEP, Pub. Ltd.; 1988.
2. Mary R, Packer Follect. Employee organization linkages. New York: Academic Press; 1968. Shokan Black. Introduction to public relations. City West Africa Book Publisher Ltd.; 2001.
3. Adebayo IO, Oginni BO, Ajayi NO. Management: A practical approach. Kay Publishing Ltd, Somolu – Lagos; 2005.
4. Akinsanya JO. Executive behaviour battery. Ibadan: Stirling-Horden Publishers; 2008.
5. Booker Kathleen. Corporate culture, challenges and commitment. Baltimore Maryland, Logistics Random House; 2011.
6. Oginni BO, Faseyiku IO. Fundamentals of human capital management: A process approach. Mankore Print Ltd, Somolu – Lagos; 2012.
7. Wendy AC. The influence of supervisor race, gender, age, and cohort on millennials' job satisfaction. Journal of Business Diversity. 2014;14(1).
8. Hasan SA, Zahid I, Subhani MI. The effects of supervisor-subordinate genders

- on subordinates' involvement across managerial functions. *Interdisciplinary Journal of Contemporary Research in Business*. 2011;3(2).
9. Thomas JN, Thomas LY, Brown EA, Kim J. Betting against the glass ceiling: Supervisor gender & employee job satisfaction in the casino-entertainment industry. *Hospitality Review*. 2014; 31(4).
  10. Flippo Edwin. *Personnel management*. Japan, McGraw-Hill Book Company; 1990.
  11. Hollins Hester. *The relationship between the perception of distributed leadership in secondary schools and teachers' and teacher leaders' job satisfaction and organizational commitment*. School Effectiveness and School Improvement, United Kingdom; 1971.
  12. Drucker PF. *The practice of management* 3<sup>rd</sup> Ed. Pan Books Ltd, London; 1994.
  13. Robbins Stephen. *Organisational behavior*. Prentice Hall International Inc; 1996.
  14. Kotler J. The managerial couple: Superior-subordinate relationships as a unit of analysis. *Human Resource Management*. 1999;28:161-175.
  15. Mullins, Laurie J. *Management and organisational behavior*. 6<sup>th</sup> Ed. Pitman Publishing Imprint, London; 2002.
  16. Nehmeh Ranya. What is organisational commitment? *Swiss Management Centre Working Paper*. 2009;5:1-11.
  17. Booker R. *Leadership in Children's Services: Educational Psychology Group*, Department of Clinical, Educational and Health Psychology, University College London, London, UK; 2011. DOI: 10.1111/j.1099-0860.2011.00355.x

---

© 2019 lanngi et al.; This is an Open Access article distributed under the terms of the Creative Commons Attribution License (<http://creativecommons.org/licenses/by/4.0>), which permits unrestricted use, distribution, and reproduction in any medium, provided the original work is properly cited.

*Peer-review history:*  
*The peer review history for this paper can be accessed here:*  
<http://www.sdiarticle3.com/review-history/46274>