INFLUENCE OF SELECTED PSYCHO-DEMOGRAPHIC VARIABLES ON LEADERSHIP STYLES AMONG LEADERS OF ADMINISTRATIVE MINISTRIES IN LAGOS, NIGERIA

UZONWANNE C. Francis
Department of Behavioural Studies (Psychology)
Redeemer's University, Ede, Osun State
Nigeria
fuzonwanne @yahoo.com

ABSTRACT

Debate on gender, age and some other demographics as issues determining effective leadership in Nigeria; have resulted in a need to better understand the psycho-demographic variable differences of Transformational and Transactional Leadership styles among leaders in the African continent. This study is aimed at filling existing literature gaps on gender, age and other demographic variables and their relationships to leadership styles. The population studied comprises of Permanent Secretaries, Directors and Deputy Directors in the ministries of Lagos State Nigeria. A sample size of 60 was selected out of the 72 in office at the time of study using incidental sampling technique. Data on the Transformational and Transactional leadership styles of the respondents were assessed using the Multifactor Leadership Questionnaire (MLQ) with a Cronbach Alpha of 0.86 and a section for demographic data. The t- test for independent samples and ANOVA were employed to statistically analyze the data for the study. Results show that none of the demographic variables tested revealed any significant impact on the Transformational and Transactional Leadership styles of these leaders. It is concluded that the leaders manifest these leadership styles the same way, despite some striking differences in the demographic variables. Finding may assist in the informed decisions of executive leadership training and recruiting. It is recommended that national and state administrative management should examine various strategies to train leaders for a balance of leadership orientation as required.
Key words: Transformational Leadership, Transactional Leadership, Gender, Age, Educational, Marital Status, Job Tenure

INTRODUCTION

Leadership refers to the ability to lead, direct and organise a group (Abasilim, 2014) and is seen as a dynamic process at work in a group whereby one individual over a particular period of time, and in a particular organisational context influences the other group members to commit themselves freely to the achievement of group tasks or goals (Cole, 2002). Leadership style has been identified as one of the numerous factor that can enhance or impede organisational performance in other words, the importance of leadership in achieving optimum organisational performance cannot be overemphasized (Abasilim, 2014). Organizations such as General Electric and Chrysler had been turned around from the brink of bankruptcy to become two of the world's most profitable organizations through the effective leadership of Jack Welch and Lee Iacocca (Robbins & Coulter, 2007). Great nations like the United State of America, Britain, France and India are some of the most prominent nations in the world today on the wings of effective leadership (Weihrich, Cannice and Koontz, 2008). Leaders in the current century have more demands to face than preceding leaders. Lagos State is the commercial capital of Nigeria and a major financial and communication hub in West Africa. The sustained development and management of the State is conspicuously key to the future of Nigeria and West Africa. The leaders who manage this vital organisation are the focus of anticipated success and of this study. The administrative leaders of Lagos state are imperative hence the need to study their leadership styles. Demographic variables are also essential in understanding effective leadership, hence the need to study the psycho demographic variables on the self-reported leadership styles of these leaders. Aldoory and Toth (2004) report that as the body of knowledge on leadership grows in management, business and marketing research, debate about leadership styles, skills and effectiveness also grows (Thompson, 2000). Much of this debate centers on gender and other demographic differences in leadership styles. Is a man a better administrator than a woman? Is education a factor in the manifestation of certain leadership styles? What role does age play when considering executive selection for effective leadership? Spending a long time on the job might mean increase in experience and knowledge, but does it also translate to effective leadership style? This study is aimed at understanding the leadership styles of this particular population which is not adequately represented in literature surrounding leadership styles and Nigerian leaders.

Statement of the Problem

According to Burns (1978) "Leadership is one of the most observed and least understood phenomena on earth." The lack of understanding of leadership and leadership styles from an African perspective poses a problem on its own. Ongoing debate on the role of gender and age on leadership styles in African political and administrative leadership sphere is of interest. For instance, there are arguments about the fact that a younger administrator will make a more effective leader, or even about females being more effective in certain areas than male leaders. Literature review surrounding psycho-demographic variables as independent variables and leadership styles as dependent variables among government administrative leaders in Nigeria are inadequate at best. Demographic variables such as gender, age, and educational level have been used to predict many leadership behaviors (Barbutu Jr., Fritz, Matkin and Marx, 2007) but a dearth of literature still exists, reviewing the influence of these variables on leadership styles in Nigerian states. Barbutu Jr. et al (2007) also reports that for every study that has shown differences in leadership behaviors based on gender another has shown no differences at all. Although a great deal of research has been carried out concerning the relationship between leadership and gender, few researchers have explored the relationship between leadership and age, and fewer still the relationship between leadership and educational level (Barbutu Jr et al, 2007). Studies examining relationships between leadership styles and job tenure and marital status are also inadequate. In the bid to better understand the concept of leadership styles, it is imperative to further examine how these psycho-demographic variables influence the identified leadership styles among actual leaders in Nigeria based on self-reports. This study therefore sets to fill the gap in the literature of leadership styles among the selected population by examining some psycho-demographic variables, gender, age, education, marital status and job tenure, as possible determinants of leadership styles, transformational leadership and transactional leadership, among heads of administrative ministries in Lagos State, Nigeria.

LITERATURE REVIEW

Gender and Leadership Style

Considerable research has been carried out on gender differences in leadership styles more than other demographic factors. As more women in industrialized nations enter leadership roles in society, the possibility that they might carry out leadership roles differently than men attracts increasing attention (Miller, Taylor, & Buck, 1991). Eagly and Johnson (1990) in a an attempt to discover gender differences in leadership styles, found that women were more participative, or democratic than men leaders, while men were more directive or autocratic than women. Females also showed more concern with the maintenance of inter-personal relationships than men who displayed more task-oriented behaviours. Eagly and Johnson (1990) however concluded that the widely accepted belief that men and women lead in the same way should be "very substantially revised" (Druskat, 1994). Another study by Rosener (1990) also validated Eagly and Johnson's findings while pointing out that women's leadership and influence styles are consistent with transformational leadership while the men's styles are consistent with transactional leadership style. In yet another study by Komives (1991), results revealed that both men and rated themselves as using more transformational than transactional leadership behaviours (Druskat, 1994). Their perceptions of what constituted transformational leadership differed sharply (Druskat, 1994). While women leaders considered their relational achievement styles to be transformational, male leaders felt that their power-direct styles were considered to be transformational. Subordinates rating the male and female leaders however did not rate either of them as being transformational leaders (Komives, 1991). In Druskat (1994)'s study of administrative and religious leaders, there was a higher prevalence of transformational leadership than transactional leadership styles. Women were however rated to exhibit significantly more transformational leadership behaviours than men, while men were rated as exhibiting significantly more transactional leadership behaviours than women (Druskat, 1994). Rosener (1990) also found that women

leaders exhibited an interactive style of leadership conducive to transformational leadership while men leaders exhibited a directive style more conducive to transactional leadership style. Barbutu Jr, Fritz, Matkin and Marx (2007) however found that gender did not influence transactional and transformational leadership.

Age, Educational Qualification, Job Tenure and Leadership Style

There is a dearth of literature reviewing the influence of age and educational qualification on leadership style. Barbutu Jr, Fritz, Matkin and Marx (2007) found that the leader's level of education produced a significant main effect on followers' perceptions of transactional and/ or transformational behaviors. Significant differences were found among educational level groups for individualized consideration; those leaders who had earned an advanced degree exhibited the highest rating level in this subscale (Barbutu Jr et al, 2007). Leaders' educational level showed no main effect on ratings of influence tactics (Barbutu Jr et al, 2007). In the same study by Barbutu Jr et al (2007), the effect of the leader's age on followers' ratings of transactional and/or transformational leadership style was significant, as clear differences emerged based on the age group occupied by the leader (22–35; 36–45; 46+). According to their findings the 46+ age group was rated the highest for transformational leadership, which is true also for the subscales idealized influence, intellectual stimulation, individualized consideration, and effectiveness (Barbutu Jr et al, 2007). Lowest ratings were given to the 36–45 age groups for intellectual stimulation and individualized consideration while the leader's age had no significant effect on raters' perceptions of influence tactics used (Barbutu Jr et al, 2007). Vecchio and Boatwright (2002) found that employees with higher levels of education and greater job tenure expressed less preference for leader structuring (task-oriented behaviors). Barbutu Jr et al (2007) reports that a few studies included gender, age, and education as demographic variables in their examination of leadership styles and these studies produced mixed findings on the significance of the effects of these variables on leadership style (Barbutu Jr et al, 2007). Three studies by Kazan (2000), Payden (1997), Thomas (1996), showed differences in self-perceptions of leadership based on age (Barbutu Jr et al, 2007), and one study by Rasor, (1995), showed that younger age in leaders predicted higher evaluations by both superiors and subordinates (Barbutu Jr et al, 2007). Gender, age, and education all were found to predict a significant magnitude of team effectiveness (Taylor, 1998), as well as differences in servant leadership (a leadership philosophy where people choose to serve first, and then lead as a way of expanding service to individuals and institutions) or spirit in organizations (Barbutu Jr et al, 2007).

Transformational and Transactional Leadership

Abasalim (2014) reports that the goal of transformational leadership is to transform people and organizations in a literal sense to change them in mind and heart: enlarge vision, insight, and understanding; clarify purposes; make behavior congruent with beliefs, principles, or values; and bring about changes that are permanent, self- perpetuating, and momentum building (Masi, 2008). According to James M. Burns (1978), who first introduced the concept of transforming leadership, it is a process in which "leaders and followers help each other to advance to a higher level of morale and motivation". Burns (1978) related to the difficulty in differentiation between management and leadership and claimed that the differences are in characteristics and behaviors. The two concepts: "transforming leadership" and "transactional leadership" were then established (Burns, 1978). According to Burns (1978), the transforming approach creates significant change in the life of people and organizations, while it also redesigns perceptions and values, and changes expectations and aspirations of employees which is unlike the transactional approach that is based on a "give and take" relationship. It is however based on the leader's personality, traits and ability to make a change through example, articulation of an energizing vision and challenging goals (Burns, 1978). Another researcher, Bernard M. Bass (1985), extended the work of Burns (1978) by explaining the psychological mechanisms that underlie transforming and transactional leadership. Bass however used the term "transformational" instead of "transforming." Bass also added to the initial concepts of Burns (1978) to help explain how transformational leadership could be

measured, as well as how it impacts follower motivation and performance. The extent to which a leader is transformational, is measured first, in terms of his influence on the followers. Bass (1985) introduced a full range of transformational leadership which includes the four elements of this style:

1. Individualized Consideration – This is the degree to which the leader attends to each follower's needs, acts as a mentor or coach to the follower and listens to the follower's concerns and needs. The leader gives empathy and support, keeps communication open and places challenges before the followers. This also encompasses the need for respect and celebrates the individual contribution that each follower can make to the team. The followers have a will and aspirations for self development and have intrinsic motivation for their tasks.

2. Intellectual Stimulation – This is the degree to which the leader challenges assumptions, takes risks and solicits followers' ideas. Leaders with this style stimulate and encourage creativity in their followers. They nurture and develop people who think independently. For such a leader, learning is a value and unexpected situations are seen as opportunities to learn. The followers ask questions, think deeply about things and figure out better ways to execute their tasks.

3. Inspirational Motivation – This is the degree to which the leader articulates a vision that is appealing and inspiring to followers. Leaders with inspirational motivation challenge followers with high standards, communicate optimism about future goals, and provide meaning for the task at hand. Followers need to have a strong sense of purpose if they are to be motivated to act. Purpose and meaning provide the energy that drives a group forward. The visionary aspects of leadership are supported by communication skills that make the vision understandable, precise, powerful and engaging. The followers are willing to invest more effort in their tasks, they are encouraged and optimistic about the future and believe in their abilities.

4. Idealized Influence – This provides a role model for high ethical behavior, instills pride, gains respect and trust.

Bass (1985) also included two other components that make up transactional leadership:

1. Contingent Reward – This shows the degree to which you tell others what to do in order to be rewarded, emphasize what you expect from them, and recognize their accomplishments.

2. Management-By-Exception – This assesses whether you tell others the job requirements, are content with standard performance, and are a believer in "if it ain't broke, don't fix it."

Objective:

The main objective of this study is to fill the gap in the literature of leadership styles among the selected population by examining some psycho-demographic variables, gender, age, education, marital status and job tenure, as possible determinants of leadership styles, transformational leadership and transactional leadership, among heads of administrative ministries in Lagos State, Nigeria.

Justification:

The role of leadership in an environment rife with the need for transformational change cannot be debated. Despite previous attempts and failure to organize change in the Nigerian polity, leadership yet remains the only avenue by which the goals of the polity can be achieved. It has been established that leadership remains one of the least understood concepts despite plethora of research available to achieve this. It is therefore necessary to continue to approach the topic of leadership from every angle that will facilitate better understanding, especially in the Nigerian context. Is gender really an issue in selecting effective leadership? Are age or job tenure and marital status determinants of effective leadership in Nigeria? Is there adequate information in existing literature? These are questions that facilitate the current research.

HYPOTHESES
The following hypotheses were drawn for the study:
1. Female leaders in Lagos will manifest a significantly higher level of Transformational Leadership style than their male counterparts
2. Male leaders in Lagos will manifest a significantly higher level of Transactional Leadership style than their female counterparts
3. Age will significantly determine Transformational Leadership style among the Lagos leaders
4. Marital Status will significantly determine Transactional Leadership style among the Lagos leaders
5. Educational levels will significantly determine Transformational Leadership style among the Lagos leaders
6. Time on the job will significantly determine the Transactional Leadership styles of Lagos leaders

METHODOLOGY
The research was designed to examine the psycho-demographic determinants of Transformational and Transactional leadership styles of leaders in Lagos State ministries.

RESEARCH DESIGN
This study adopts a survey research design through the use of a psychological test to determine the psycho-demographic determinants of Transformational and Transactional leadership styles of leaders in Lagos State ministries. The independent variable is the psycho-demographic variables while the dependent variable is the Transactional and Transformational Leadership style.

RESEARCH POPULATION/SAMPLING
The population of this study is the leaders, which comprise of Permanent Secretaries, Directors and Deputy Directors, of the different Ministries governing Lagos State. An incidental sampling method was used to draw 60 samples from these leaders in Lagos State. The leaders were selected and asked to volunteer to participate in the study.

RESEARCH INSTRUMENT
The Multifactor Leadership Questionnaire, Form 6-S
For this study, the shortened form of Northouse' (2001) Multifactor Leadership Questionnaire, Form 6-S (MLQ- 6S) was used as developed by Bass and Avolio (1992). This instrument is referred to as the most frequent and well researched and validated leadership instrument in the world (Tejeda, Scandura and Pillai, 2001) and is applied to a wide range of organizational settings as well as with leaders in different cultures (Bass, 1998). It is used to measure transformational leadership style systematically (Northouse, 2001). Research has demonstrated links between transformational leadership behaviours and desired organisational outcomes such as successful change. The transformational leadership scales comprise the following factors: idealised influence, individualised consideration, intellectual stimulation, and inspirational motivation (Tejeda et al., 2001), while the transactional scales consist of contingent reward and management-by-exception (active and passive). There is also a scale dealing with laissez-faire leadership.

Psychometric Properties
Several different approaches have been used to confirm the reliability of the MLQ by examining the resulting agreement among respondents (Bass 1998). These approaches included rate rerate consistency, subordinate-superior agreement, and peer ratings based on performance in small groups. In the same vein, various other types of evaluations such as performance ratings by supervisors and direct reports, as well as standard financial measures, have demonstrated a positive relationship between transformational behaviour and high MLQ ratings (Bass, 1995). A Cronbach alpha of 0.86 was determined for the MLQ instrument

(Muenjohn and Armstrong, 2008). In addition, similar results were found in various organizational settings when the MLQ was employed (Bass, 1995). Substantive evidence from a number of studies conducted by Tejeda et al. (2001), Avolio, Bass and Jung (1999), has showed that the MLQ is indeed a valid instrument across a number of validity types. Transformational leadership style was measured by Four (4) subscales which are Idealized influence, Individualized Consideration, Inspirational Motivation, and Intellectual Stimulation. Transactional leadership style was measured by two (2) subscales which are Contingent Rewards, and Management-by-Exception. Responses were recorded on 5-point likert scale, 0 "not at all", 1 "once in a while", 2 "sometimes", 3 "fairly often" and 4 "frequently, if not always". Reliability of each subscale is shown in table 1. Correlation coefficient and multiple regressions were used to analyze data (Avolio and Bass, 1999).

Table 1: Reliability of MLQ Sub-scales

Scales	Items	Reliability
Idealized influence	5	.79
Individualized Consideration	4	.80
Inspirational Motivation	3	.81
Intellectual Stimulation	5	.78
Contingent Rewards	6	.80
Management-by-Exception	4	.82

DATA ANALYSIS

Descriptive and Inferential statistics was used to analyze the data as applicable. The data collected was analyzed with the aid of the Statistical Package for Social Sciences (SPSS) version 22. The statistical test of correlation was utilized for testing the stated hypotheses.

DEMOGRAPHIC DISTRIBUTION

Table 2:Demographic Characteristics of Respondents

Variables		Number	Mean	SD
Gender	Male	34	35.1	5.2
	Female	26	35.2	3.9
Age	31 – 40 yrs	2	36.0	4.2
	41 – 50 yrs	2	37.0	4.3
	51 yrs Above	53	35.0	4.7
Marital Status	Married	44	18.0	2.8
	Single	1	15.0	0
	Divorced/Sep.	15	18.3	2.7
Education	OND	1	39.0	0
	BSC/HND	29	36.1	4.8
	Masters Above	30	34.2	4.4
Length of Time on the Job	0-5 years	1	33.0	0
	6-10 years	0	0	0
	11-15 years	2	40.0	1.4
	16-20 years	15	34.5	5.4
	21 years Above	42	35.2	4.5

There were 60 respondents from all the state ministries in Lagos State surveyed on this study.

HYPOTHESIS ONE

Female leaders in Lagos will manifest a significantly higher level of Transformational Leadership style than their male counterparts

Table 3: *t*-Test Table for Gender and Transformational Leadership Style

TRANSFORMATIONAL	N	MEAN	SD	t	P
MALE	34	35.1	5.2	-.092	>.05
FEMALE	26	35.2	3.9		

An independent-samples t-test was conducted to compare the Transformational Leadership style scores of the Male and Female leaders in Lagos State. The test scores show that 34 of the respondents were male and 26 were female. At the 0.5 significant level, there was not a significant difference in the Transformational Leadership for Male (M=35.1, SD=5.2) and Female (M=35.2, SD=3.9) conditions; t (58) =-.744, p = .972. These results suggest that gender really does not have an effect on Transformational Leadership. Specifically, the results suggest that the leaders manifest Transformational Leadership in the same way, whether they are male or female. The hypothesis was therefore rejected.

HYPOTHESIS TWO

Male leaders in Lagos will manifest a significantly higher level of Transactional Leadership style than their female counterparts

Table 4: *t*-Test Table for Gender and Transactional Leadership Style

TRANSACTIONAL	N	MEAN	SD	T	P
MALE	34	17.7	2.7	-.744	>.05
FEMALE	26	18.3	2.9		

An independent-samples t-test was conducted to compare the Transactional Leadership style scores of the Male and Female leaders in Lagos State. The test scores show that 34 of the respondents were male and 26 were female. At the 0.5 significant level, there was not a significant difference in the Transactional Leadership for Male (M=17.7, SD=2.7) and Female (M=18.3, SD=2.9) conditions; t (58) =-.744, p = .460. These results suggest that gender really does not have an effect on Transactional Leadership. Specifically, the results suggest that the leaders manifest Transactional Leadership in the same way, whether they are male or female. The hypothesis was therefore rejected.

HYPOTHESIS THREE

Age will significantly determine Transformational Leadership style among the Lagos leaders

A One-way Analysis of Variance (ANOVA) was used to determine if there would be a difference in the Transformational Leadership scores of Lagos State leaders in the different age brackets, 31-40years, 41-50years, and 51years above. The independent variable represented the three different age brackets, while the dependent variable was the Leaders' Transformational Leadership scores. See Table 5 for the means and standard deviations for each of the three groups of age bracket.

Table 5: Mean and Standard Deviation Distribution of Age

Means and Standard Deviations of Transformational Leadership Scores			
AGE	n	Mean	SD
31-40years	2	36.0	4.2
41-50years	5	37.0	4.3
51years Above	53	35.0	4.8
TOTAL	60	35.2	4.7

An alpha level.05 was used for all analyses. Table 6 shows the analysis of variance for the Transformational Leadership scores of the Lagos Leaders based on their age.

Table 6:ANOVA Table for Transformational Leadership Scores

Analysis of Variance For Transformational Leadership Scores					
SOURCE	SS	df	MS	F	p
Between	20.4	2	10.20	.459	.634
Within	1265.9	57	22.20		
Total	1286.3	59			

There was not a significant difference in the Transformational Leadership of the Lagos leaders based on their age at the p>.05 level for the three levels [F(2, 57) = .459, p = 0.634]. Post hoc comparisons using the Tukey HSD test indicated that the mean score for the age bracket 31-40years (M = 36.0, SD = 4.2) was not significantly different from the age bracket 41-50years (M = 37.0, SD = 4.3) or from the age bracket 51years Above (M = 35.0, SD = 4.8) (*p* = >.05). The results show that age is not a significant factor in the manifestation of Transformational Leadership of the Lagos leaders. The hypothesis was therefore rejected.

HYPOTHESIS FOUR

Marital Status will significantly determine Transactional Leadership style among the Lagos leaders

A One-way Analysis of Variance (ANOVA was used to determine if there would be a difference in the Transactional Leadership style scores of Lagos State leaders based on their marital status; married, single and divorced/separated. The independent variable represented the three different marital status levels, while the dependent variable was the Leaders' Transactional Leadership style scores. See Table 7 for the means and standard deviations for each of the three groups of marital status levels.

Table 7:Table Showing Mean and Standard Deviation Distribution of Marital Status

Means and Standard Deviations of Transactional Leadership Scores			
METHOD	n	Mean	SD
Married	44	18.0	2.8
Single	1	15.0	0
Divorced/Separated	15	18.2	2.7
TOTAL	60	18.0	2.7

An alpha level.05 was used for all analyses. Table 8 shows the analysis of variance for the Transactional Leadership scores of the leaders in Lagos State, Nigeria based on their Marital Status

Table 8:ANOVA Table for Transactional Leadership Scores

Analysis of Variance For Transactional Leadership Scores					
SOURCE	SS	df	MS	F	p
Between	10.2	2	5.10	.671	.515
Within	433.7	57	7.60		
Total	443.9	59			

There was no significant difference in the Transactional Leadership style of the leaders in Lagos State Nigeria based on their marital status at the p>.05 level for the three levels [F(2, 57) = .671, p = 0.515]. Post hoc comparisons were unavailable because at least one group had fewer than two cases. Taken together, these results suggest that despite the marital situational differences, the various levels of marital status do not have a significant effect on the Transactional Leadership style of the leaders in Lagos State Nigeria. Specifically, the results suggest that no matter the level of marital differences, leaders manifest transactional leadership in the same way. The hypothesis was therefore rejected.

HYPOTHESIS FIVE
Educational levels will significantly determine Transformational Leadership style among the Lagos leaders

A One-way Analysis of Variance (ANOVA was used to determine if there would be a difference in the Transformational Leadership style scores of Lagos State leaders based on their educational levels, OND, BSC/HND and Masters. The independent variable represented the three different educational qualifications, while the dependent variable was the leaders' Transformational Leadership style scores. See Table 9 for the means and standard deviations for each of the three groups of educational qualifications.

Table 9: Table Showing Mean and Standard Deviation Distribution of Age

Means and Standard Deviations of Transformational Leadership Scores			
METHOD	n	Mean	SD
OND	1	39.0	0
BSC/HND	29	36.1	4.8
Masters	30	34.2	4.4
TOTAL	60	35.2	4.7

An alpha level .05 was used for all analyses. Table 10 shows the analysis of variance for the Transformational Leadership style scores of Lagos State leaders based on their highest educational qualification.

Table 10: ANOVA Table for Transformational Leadership Scores

Analysis of Variance For Transformational Leadership Scores				
SOURCE	SS	df	MS	F	p
Between	68.3	2	34.15	1.598	.211
Within	1218.0	57	24.36		
Total	1286.3	59			

There was no significant difference in the Transformational Leadership style of the leaders in Lagos State Nigeria based on their highest educational qualifications at the p>.05 level for the three levels [$F(2, 57) = 1.598$, $p = 0.211$]. Post hoc comparisons were unavailable because at least one group had fewer than two cases. Taken together, these results suggest that despite the striking differences, the various levels of education do not have a significant effect on the Transformational Leadership style of the leaders in Lagos State. Specifically, the results suggest that no matter the level of education attainment, the leaders manifest the same levels of Transformational Leadership style. The hypothesis was therefore rejected.

HYPOTHESIS SIX
Time on the job will significantly determine the Transactional Leadership styles of Lagos leaders

A One-way Analysis of Variance (ANOVA was used to determine if there would be a difference in the Transactional Leadership styles scores of Lagos leaders based on their length of time on the job; 0-5years, 6-10years, 11-15years, and 20years Above. The independent variable represented the five different length of time on the job levels, while the dependent variable was the leaders' Transactional Leadership style scores. See Table 11 for the means and standard deviations for each of the five groups of time on the job levels.

Table 11: *Means and Standard Deviations of Transactional Leadership Scores*

METHOD	n	Mean	SD
0-5years	1	33.0	0
6-10years	0	0	0
11-15years	2	40.0	1.4
16-20years	15	34.5	5.4
21yrs Above	42	35.2	4.5
TOTAL	60	35.2	4.7

An alpha level .05 was used for all analyses. Table 5.2 shows the analysis of variance for the Transactional Leadership styles scores of Lagos leaders based on their Length of time on the job.

Table 12: ANOVA Table for Transactional Leadership Scores

Analysis of Variance For Transactional Leadership Scores					
SOURCE	SS	df	MS	F	p
Between	57.5	3	19.18	.874	.460
Within	1228.8	56	21.94		
Total	1286.3	59			

There was no significant difference in the Transactional Leadership styles scores of Lagos leaders in Nigeria based on their Length of time on the job at the $p > .05$ level for the three levels [$F(3, 56) = .874$, $p = 0.460$]. Post hoc comparisons were unavailable because at least one group had fewer than two cases. Taken together, these results suggest that despite the differences in their length of time on the job, the various levels of length of time on the job do not have a significant effect on the Transactional Leadership styles scores of Lagos leaders in Nigeria. Specifically, the results suggest that no matter the length of time they have spent on the job, leaders seem to manifest Transactional Leadership style alike. The hypothesis was therefore rejected.

DISCUSSION

The results from this study did not reveal any significant impact of the psycho-demographic variables studied, gender, age, educational qualification, marital status and job tenure on transformational and transactional leadership among the leaders of the administrative ministries in Lagos state, Nigeria. These results imply that the leaders in Lagos manifest the leadership styles the same way, despite basic differences in the demographic variables studied. Several studies have found gender differences in leadership style (Eagly and Johnson (1990); Rosener (1990); Druskat, 1994). Despite the plethora of studies pointing to apparent gender differences in leadership styles, Barbutu Jr. et al (2007) however found that gender did not influence transactional and transformational leadership. Barbutu Jr. et al (2007) also report that for every study that has shown differences in leadership behaviors based on gender, another has shown no differences at all. Age and educational qualification did not show any significant impact on the leadership styles of these Lagos state leaders. A few studies included age and education as demographic variables in their examination of leadership styles and these studies produced mixed findings on the significance of the effects of these variables on leadership style (Barbutu Jr et al, 2007). The impact of age and education on leadership styles therefore remain inconclusive in the empirical review of literature on studies carried out in Nigeria and beyond. Marital status and job tenure also revealed no significant differences in the manifestation of leadership styles among the Lagos leaders. Owing to an apparent dearth of literature surrounding the influence of both variables on leadership styles, this discussion does not include previously reviewed literature on the topic; hence the usefulness of the findings from this study on the current body of knowledge relating to these variables.

IMPLICATIONS OF FINDING

The implication of the findings of this study is that there is room for further research. The study was carried out in only one part of Nigeria and in Lagos State alone. Barbutu Jr. et al (2007) reports that for every study that has shown differences in leadership behaviors based on gender, another has shown no differences at all. The findings of this study add to the reports that have shown no differences at all. The findings also contribute to literature focused on African leadership styles and particularly that of Nigeria. There are six geo social regions of the country and thirty six states with such ministries in each state. The findings of the study can therefore not be taken as conclusive however. In order to validate the findings of this study, there is the need to replicate this study in other parts of the country and survey more ministry leaders in other states. It may be necessary to include other variables also in the study.

CONCLUSION AND RECOMMENDATIONS

The present study focused on examining the influence of psycho-demographic variables gender, age, educational qualification, marital status and job tenure on transformational and transactional leadership among the leaders of the administrative ministries in Lagos state, Nigeria. Findings did not reveal any significant differences between the independent variables, gender, age, educational qualification, marital status and job tenure and the dependent variables, transformational and transactional leadership among the leaders. Existing literature surrounding the findings were discussed while it is acknowledged that the findings will contribute to filling the gaps in existing literature relating to the variables and particularly, the population studied.

It is recommended therefore that the administration of Lagos State and other states in Nigeria should take into consideration the findings of this study as leaders are being prepared on a constant basis for the administrative challenges they face. Leaders must continue to be provided with ongoing training on cutting edge best practices in introducing and infusing transformational leadership processes to governance. These training should be offered to all participants and candidates alike, despite their gender orientations, age, educational qualification (as long as it meets the minimum required), marital status and length of time on the job (as long as it meets minimum number of years required). In recruiting also, it is recommended that the future recruitment should be done without much concern as to gender orientations, age, educational qualification (as long as it meets the minimum required), marital status and length of time on the job (as long as it meets minimum number of years required).

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