An Examination of Leadership Styles by Gender in Tamale Technical University

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Abstract

There is a growing interest in the need to expand frontiers of leadership studies with particular reference to leadership styles that people practice in both public and private sector organisations. This is to ensure that the right leadership behavioural traits are identified and encouraged for practice among workers in organisations to enhance efficiency and productivity. This study examines leadership styles in the Tamale Technical University employees according to gender. Key issues examined include relationship between staff leadership styles i.e. leadership styles practiced by both male and female staff and how these leadership styles promote efficient performance and productivity. The study adopted a descriptive survey of non-experimental research method involving the use of both qualitative and quantitative analytical techniques. The study used purposive and stratified random sampling techniques for selection of respondents with a questionnaire as the research instrument. The study discovered that there is an association between the gender of staff and their leadership styles. The study also revealed that although both male and female employees in the university practiced transformational leadership characteristics than transactional behavioural traits, female staff slightly dominated their male counterparts in the practice of transformational leadership styles whilst the male staff also dominated the female staff in the practice of transactional leadership styles. The study concludes that behavioural traits of transformational leadership styles promote staff efficiency and productivity than transactional leadership styles. The study recommends that the university authority should encourage the practice of transformational leadership characteristics among its staff to ensure efficient performance and productivity.

Introduction

The world is fast becoming a global village mainly due to technological improvement. Today, many countries, especially the developing ones, have grown interest in the use of Information Communication Technology (ICT) as a development tool to grow their economies (Samuel and John, 2009). In line with this, the International Monetary Fund (IMF) forecasts global output to expand by 4.8 per cent in 2010 and 4.2 per cent in 2011 and this

could only become a reality through prudent management of scarce national resources across the globe (Wilson and Clark, 1997).

However, development goes beyond mere improvement in economic growth. "Today, development is seen as a multi-dimensional process involving changes in the social, political, cultural and economic structures, population attitudes and national institutions for accelerated economic growth to ensure the elimination of poverty, unemployment and inequality" (Amegashie-Viglo, 2009). The multi-dimensional process of development must encompass true leadership characteristics males and females exhibit as a function of their gender (Rosener, 1990).

Furthermore, it is believed that women are often left out of leadership positions in corporate organisations and where they are not, they are often under-represented. The situation of Manica Polytechnic in Mozambique confirms this assertion where there are only 17 per cent female employees as against 83% male staff (Manjichi, *et al.,* 2007). Most feminists explain that under-representation of women in top management positions could lead to the possibility of talented women avoiding corporate life in favour of entrepreneurial careers (Oakley, 2000). This presents a worrying trend of female relegation from responsible positions in organisations, especially at the time the world is calling for female empowerment through drastic reductions of their unemployment rates.

Despite the disparities, researchers have tried to find reasons for the problem by looking into leadership styles of males and females (Rosener, 1990). This would not only help in the female empowerment but, would satisfy the critical research curiosity of getting a definite solution to the leadership problem and the endless quest for it in most organisations (Handy, 1993; William, James and Susan*,* 2002).

Waldman *et al.* (2001) argue that there is the need to take a search into leadership styles seriously since these variables have direct effects on the decisional process and results of organisations. Kahai and Sosik (1997) and Evkall and Rhammar (1998) similarly argue that leadership styles affect group-work processes, social climate and results of organisations.

The overall picture is that there is growing interests in the need to expand the frontiers of leadership styles studies as these variables affect performance of workers and organisational outputs. Specific interest is also towards the need to identify leadership styles with gender by many researchers (Kanter, 1977; Barrett, 1980; Helgesen, 1990; Rosener 1990). This provides enough ground for the study.

Objectives of the Study

The main objective of this study was to examine the leadership styles of the staff of Tamale Technical University by gender and how these leadership styles affect staff productivity. Specifically, this study examined the leadership styles in the following areas;

1. To examine characteristics of leadership styles of female and male staff.
2. To ascertain whether gender is related to leadership styles.
3. To identify how leadership styles are related to productivity.

Research Methodology

Research Design

In this study, descriptive survey of non-experimental research design was used. Yieri (2006) asserts that descriptive survey involves collection of data in order to answer research questions concerning the current status of the subjects under study. The investigator does not control factors that may influence the behaviour and performance of subjects under study thereby reporting the outcome as they are (Marshall and Rossman, 1989). Researchers often use this design to gain in-depth understanding of events, processes and situations involving a specific case study area (Trochim, 2006).

The design of a research is an overall programme guide that the researcher uses in the process of data collection, analyses and interpretation (Obeng, 2003). Yieri (2006) and Yin (1994) also describe research design as a plan or blueprint that specifies how data relating to a given problem should be collected and analysed.

In order to obtain in-depth background of respondents, participants were asked to indicate their gender to help inform the study on the demographic characteristics of the population in the study area.

In addition, the study took into consideration the level of respondents' education as part of their demographic information so as to help in the discussion of their leadership style by gender. Another important demographic data the study obtained from respondents was on their ranks. Employees were grouped into three ranks namely; junior staff, senior staff and senior members.

As part of the demographics of the respondents, the study elicited their views on how long they had stayed and worked in the institution so as to measure their experience levels. The leadership structure of the university is divided into academic and administrative divisions which are made up of Principal Officers, Deans, Heads of Departments (HoDs) and Unit Heads. In order to identify positions held by gender among staff, respondents were made to indicate the gender of their current supervisors.

Consensus building is mostly arrived at in any human establishment through popular participation by members of the group. However, the extent to which the group leader exercises his or her discretion by allowing subordinates to participate in consensus building may depend on the leader's gender. On that basis, the study sought the views of respondents on whether female supervisors do use participation to build consensus with subordinates at work. Four (4) objective variables were presented to respondents to choose from.

The study in an attempt to establish the influence of gender on staff leadership styles in Tamale Technical University, respondents were asked to indicate from four objective variables the forms of decisions often taken by their supervisors.

In this light, the study examined female leadership characteristics in the university by taking into consideration their use of power sharing and delegation of subordinates in decision making.

Similarly, the study analysed the extent at which females exhibit a transactional leadership style of spelling out clear rules and enforcing them on subordinates.

As a way of assessing the male leadership characteristics in relation to transactional leadership styles, their behaviour in respect to monitoring of subordinates irregularities, mistakes and deviations were examined.

Sample size determination

Sample in research is described as a subset or a portion of the total population (Bernett, 1991). The rationale is to make generalisation or inferences based on the study of the samples about parameters of the population from which the samples are drawn (Yin, 2003). Obeng (2003) holds the view that sampling a population for research is advantageous for the following reasons:

- It saves time and resources;

- It minimises problem of record keeping since researcher is handling relatively smaller number of respondents; and

- If well done, it can be highly accurate.

Using a confidence level of 95 per cent to give an estimated average value of the true population of staff of Tamale Polytechnic and a sampling error of 5 per cent (Cochran, 1963; and Yamane, 1967), the researcher determined the sample size of the study area by using Cochran's (1977) formula ; n=$\frac{N}{1+N(e)^2}$ where N= Target population (478), e=Sampling error and n= sample size.

Therefore, n=$\frac{478}{1+478(0.05)^2}$ = $\frac{478}{2.195}$ = 218.

Based on the above, a sample size of 218 was selected for the study. Due to the limited number of female staff in the university (381 males and 97 females), 70 respondents were selected from female staff and the remaining 148 from the male staff. The sample sizes of both male and female staff were done purposively. This was to ensure that enough female respondents were included in the study.

Results

Demographic Profile of Respondents

Out of the 218 respondents selected, 148 were males whilst the remaining 70 respondents were females, representing 68 and 32 per cent respectively. The results are illustrated in Table 1.

Table 1:   Respondents by Gender

Variables	*Number*	*Percentage (%)*
Male	148	68
Female	70	32
Total	218	100

Source: Field data, 2018.

Table 2:   Age Distribution of Respondents

Age	Frequency	Percentage (%)
18–23 yrs	8	3.7
24–29 yrs	38	17.4
30–35 yrs	42	19.3
36–41 yrs	64	29.4
42–47 yrs	35	16
48–53 yrs	24	11
Over 54 yrs	7	3.2
Total	218	100

Source: Field data, 2018.

From the analysis, it is observed that the male population far outweighs that of the female population in the study area.

Besides the gender of respondents which revealed a wide gap between male and female staff in the institution, the analyses of the field data indicated that the employees were very youthful as illustrated in Table 2 above. For example, out of the 218 respondents involved in the study, 8 were between the ages of 18–23, representing 3.7 per cent. In addition, 38 respondents were between the ages of 24–29, representing 17.4 per cent whilst 42 respondents were identified to be between ages 30–35, also representing 19.3%. In addition, 64 respondents were between the ages of 36–41 and the ages of the remaining 35 respondents ranged between 42–47 years, representing 29.4 per cent and 16 per cent respectively.

As illustrated in Table 3, data obtained from the field study revealed that out of the 218 respondents selected for the study, 35 of them had only basic education and 48 of them had secondary education, representing 16 per cent and 22 per cent respectively.

Table 3:   Respondents by Level of Education

Education level	Frequency	Percentage (%)
Basic education	35	16
Secondary education	48	22
Tertiary education	115	53
Other	20	9
Total	218	100

Source: Field data, 2018.

Also, 115 respondents indicated that they had tertiary education, representing 53 per cent whilst the remaining 20 (9%) respondents also indicated 'other' meaning that they did not have any form of education.

As shown in Table 4, analysis of the results indicated that there were more senior staff and senior members selected for the study than junior staff.

**Table 4: Ranks of Respondents in Tamale Technical University**

Rank	Frequency	Percentage (%)
Junior staff	103	47
Senior staff	86	40
Senior members	29	13
Total	218	100

Source: Field data, 2018.

Staff of the institution could rise to higher ranks through acquisition of higher academic certificates and the number of years spent at post.

The results are shown in Figure 1. Information obtained revealed that out of the 218 respondents, 42 of them have stayed in the institution for less than 3 years whilst 78 respondents indicated that they stayed in the institution between 4–7 years, representing 19 per cent and 36 per cent respectively. The remaining 98 respondents who constituted an overwhelming majority of 45 per cent also indicated that they stayed in the university for 8 years and above.

**Figure 1:   Duration of Stay of Respondents in Tamale Technical University**
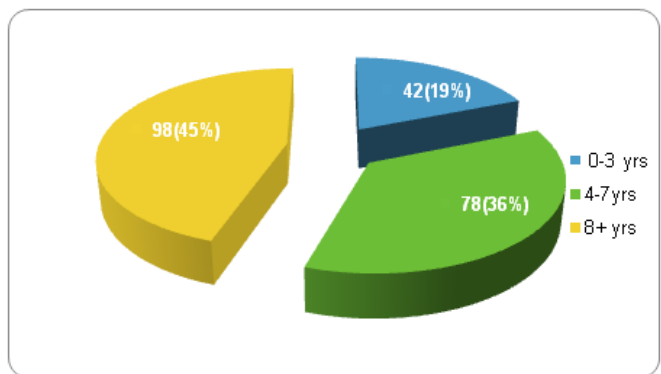
Source: Field data, 2018.

The large number of respondents who stayed in the university for many years might have started at lower ranks and have risen through the ranks as contained in the university statutes. The net effect is that they had worked with or under supervisors of different gender and leadership styles.

Gender and Leadership Styles

The results are shown in Figure 2.

Figure 2:   Current supervising officers by gender
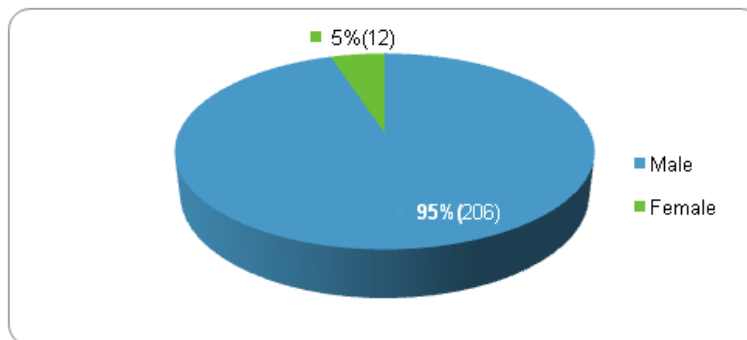
Source: Field data, 2018.

The study revealed that out of the 218 respondents selected, 206 of them indicated that their supervisors were males whilst 12 of them also indicated that they had females as their current supervisors; representing 74 per cent and 26 per cent respectively.

In effect, 86 respondents indicated that their supervisors did include subordinates in decision making processes, representing 39 per cent. In addition, a significant number of 102 respondents who represented 47 per cent of the respondents revealed that supervisors in the institution always take decisions alone as shown in Table 5.

However, 22 respondents indicated 'not sure' whilst the remaining 8 respondents chose 'other', representing 10 per cent and 4 per cent respectively. The results indicates that majority of staff in leadership positions who are mostly males often take decisions without consulting their subordinates.

In a related manner, many researchers have expressed divergent views on the extent to which gender could be a determining factor of a person's leadership style. In their response to how gender influences staff leadership

style in the Tamale Technical University, it was discovered that overwhelming majority of the respondents agreed that gender greatly determines a person's leadership style.

Table 5: Forms of decisions by supervisors in Tamale Technical University

Forms of Decisions	Frequency	Percentage (%)
Includes subordinates	86	39
Takes decisions alone	102	47
Not sure	22	10
Other	8	4
Total	218	100

Source: Field data, 2018.

Gender is described as social and cultural characteristics which distinguish women from men thereby leading to socially constructed roles, behaviours, activities. As indicated in Table 6, 72 (33%) respondents indicated strongly 'agree' whilst 93 (43%) indicated 'agree' and these give the indication that gender influences staff leadership style in the university.

Table 6:   Gender as determinant of leadership style

Level of Agreement	Frequency	Percentage (%)
Strongly agree	72	33
Agree	93	43
Disagree	40	18
Strongly disagree	13	6
Total	218	100

Source: Field data, 2018.

On the other hand, 40 respondents who represented 18 per cent of the entire respondents disagreed that gender determines one's leadership style. The remaining 13 (6%) respondents also strongly disagreed with the assertion. In this regard, it is observed that majority of the respondents attest to the fact that gender has an influence on a person's leadership style.

Female Leadership Characteristics

From the analyses of their responses, it was found that female leaders mostly use participation to build consensus with subordinates. That is a significant number of respondents (78) who constituted 36 per cent strongly agreed with the assertion that female supervisors in Tamale Technical University always use participation to build consensus with subordinates. Similarly, 92 respondents representing 42 per cent also agreed with the assertion that female supervisors in the university use participation to build consensus as indicated in Table 7.

Table 7:   Female staff and use of participation at work

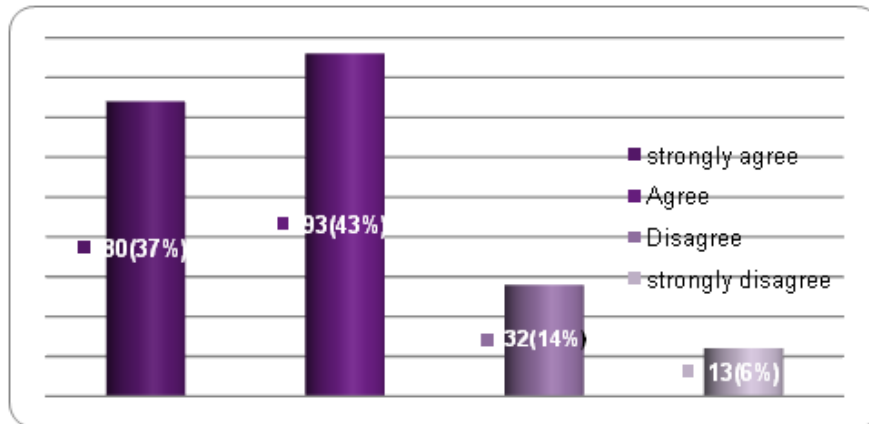| *Variables*	*Frequency*	*Percentage (%)*
Strongly agree	78	36
Agree	92	42
Disagree	32	15
Strongly disagree	16	7
Total	218	100

Source: Field data, 2018.

From Table 7, one may observe that 32 (15%) respondents disagreed with the assertion whilst an insignificant number of 16 respondents who represented 7 per cent indicated that they strongly disagreed. There was the indication that female supervisors in the study area mostly use participation to build consensus with their subordinates. It was revealed that female supervisors in the study area share power and delegate subordinates to take decisions on their behalf. For example, 80 (38.5%) respondents strongly agreed that female supervisors share power and delegate subordinates to take decisions on their behalf as indicated in Figure 3.

Categorically, it could be stated that female staff of Tamale Technical University practice transformational leadership style as they are more willing to share power and delegate subordinates to take decisions on their behalf.

The study compared these leadership characteristics to behavioural characteristics of female staff in the Tamale Technical University and it was revealed that female supervisors were less likely to exhibit these leadership characteristics as illustrated in Table 8.

Figure 3:   Sharing of power and delegation of subordinates by female supervisors

Source: Field data, 2018

Table 8:   Monitoring of Subordinates' and spelling out rules by Female Supervisors

Monitoring subordinates	Frequency	Percentage (%)
Strongly agree	38	17
Agree	54	25
Disagree	88	41
Strongly disagree	38	17

Source: Field data, 2018.

Also, 38 (17%) respondents strongly agreed that female supervisors monitor subordinates' irregularities, mistakes and deviations. Similarly, 54 (25%) respondents merely agreed to the assertion that female supervisors do focus much attention on mistakes, irregularities and deviations of subordinates.

On the contrary, an overwhelming number of 88 (41%) respondents disagreed with the assertion whilst 38 (17%) of them also strongly disagreed with the assertion that female leaders in the institution do focus their attentions on subordinates' mistakes, irregularities and deviations.

Analysis of the field data revealed that female staff in the university did practice participatory leadership style as illustrated in Table 9. Statistically, 68 (31%) respondents strongly agreed that female supervisors in the Technical University always spell out clear rules and enforce them on

subordinates. Also, 72 respondents simply agreed with the assertion that female staff always spell out clear rules and enforce them on subordinates, representing 33 per cent.

Table 9:   Female supervisors and spelling rules and enforcing them on subordinates

| Spelling out rules	Frequency	Percentage (%)
Strongly agree	68	31
Agree	72	33
Disagree	48	22
Strongly disagree	30	14
Total	218	100

Source: Field data, 2018.

It is also worth noting that an insignificant number of the respondents expressed opposing views on the assertion giving the indication that female employees are more transactional in the spelling out of rules and enforcing them.

Male Leadership Characteristics

In trying to find out male supervisors' way of leading in relation to participation by subordinates in decision making process and policy formulation, views of majority of the respondents indicated that male supervisors in the study area always use participation as a way of involving subordinates in decision making processes. In comparison, the male employees are practising similar transformational leadership style as their female counterparts since both of them use participation to involve their subordinates in decision making processes. As illustrated in Figure 4, 78 (35.8%) respondents strongly agreed that male supervisors use participation to build consensus in policy formulation whilst 92 respondents who constituted 42.2 per cent of the sample also indicated that they simply agreed with the assertion that men do use participation to build consensus with subordinates.

On the contrary, only a few of the respondents objected to the view that male employees use participation to take decisions with subordinates. In a related manner, the study also sought views of respondents on whether

Figure 4:   Use of participation and sharing of power by male staff
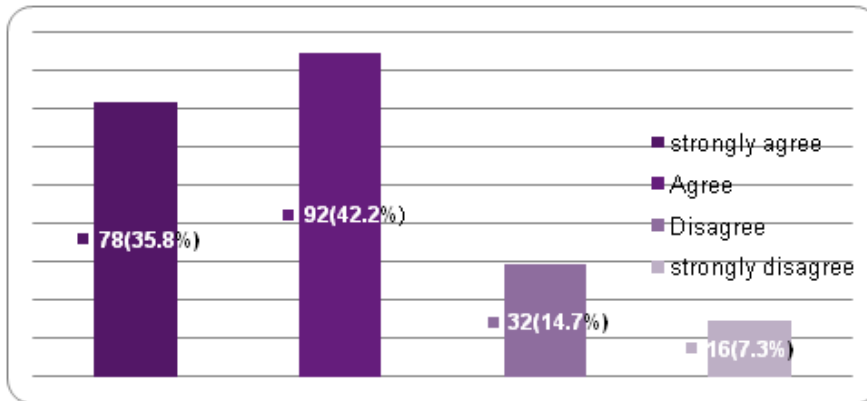
Source: Field data, 2018.

male supervisors share powers with and delegate subordinates to take decisions in the institution. The results are illustrated in Table 10. Analyses of responses obtained from the respondents suggested that male supervisors in the study area share power with subordinates and as well delegate them to take decisions on their behalf.

Table 10: Sharing of power and delegation by male supervisors

Sharing of power	Frequency	Percentage (%)
Strongly agree	80	36.7
Agree	93	42
Disagree	32	14.7
Strongly disagree	13	5.9
Total	218	100

Source: Field data, 2018.

The statistical results indicate that 80 (36.7%) respondents indicated 'strongly agree' and 93 (42%) of them also indicated 'agree'. On the other hand, less than 20 per cent of the respondents reported that male supervisors in the study area do not share powers with or delegate subordinates to take decisions on their behalf. In effect, both male and female employees are found to again have common leadership characteristic in the use of power sharing and delegation of subordinates in decision making.

With the data obtained from the field study, 38 of the respondents strongly agreed that male supervisors normally monitor subordinates' irregularities, mistakes and deviations, representing 17 per cent. Similarly, 54 respondents who constituted 25 per cent of the respondents also indicated that they simply agreed that male supervisors concentrate on monitoring subordinates' irregularities, mistakes and deviations at work as shown in Table 11.

Table 11: Monitoring of subordinates' irregularities, mistakes and deviations by male supervisors

Monitoring subordinates	Frequency	Percentage (%)
Strongly agree	38	17
Agree	54	25
Disagree	88	41
Strongly disagree	38	17
Total	218	100

Source: Field data, 2018.

However, majority of the respondents were of the opinion that male supervisors do not monitor subordinates' irregularities, mistakes and deviations at work. Noting from the results, one could realise that quite a significant percentage of the respondents confirmed that male supervisors do not monitor subordinates' irregularities, mistakes and deviations at work. This finding therefore refutes the arguments of Hakim (2000), Rosener (1990) and Helgesen (1990) who in their works postulate that male supervisors or leaders are more transactional in their style of leadership. In this respect, though male employees slightly dominate, a comparison of the responses further indicates that both male and female employees are less likely to monitor subordinates' irregularities, mistakes and deviations at work.

Probing further, respondents' views were also elicited on whether males in the institution always spell out clear rules and enforce them on subordinates as seen in Table 12. According to the data obtained from the study, 68 (31.2%) respondents strongly agreed whilst 72 (33%) of them also indicated 'agree'. The remaining 48 and 30 respondents however indicated 'disagree' and 'strongly disagree', representing 22 per cent and 13.8 per cent respectively.

Table 12: Male supervisors and spelling of rules and enforcing them on subordinates

| Spelling out rules	Frequency	Percentage (%)
Strongly agree	68	31.2
Agree	72	33
Disagree	48	22
Strongly disagree	30	13.8
Total	218	100

Source: Field data, 2018.

By indication, majority of the respondents suggested that male supervisors in the study area always spell out clear rules and enforce them on subordinates. In this regard, the male employees differ from their female counter parts in the practice of this transactional leadership characteristic as the earlier results indicated that the female staff do not spell out rules and enforce them on their subordinates.

Leadership Styles and Productivity

Consensual leadership style through participation of subordinates strengthens group connections. As to how these impacts on productivity in the study area, respondents were asked to evaluate how participation on consensus building could influence efficient performance of staff in Tamale Technical University. The results indicated that the morale of staff would be boosted to efficiently perform if supervisors allow them to participate in decision making processes and this has the effect of increasing productivity. As illustrated in Figure 5, 78 and 99 respondents indicated 'strongly agree' and 'agree', representing 36 per cent and 45 per cent respectively.

In another view, an insignificant number of the respondents refuted the claim that participation and consensus building could bring about efficient performance as contained in the results displayed above. From the analyses, it is clear that consensual decisions through the use of participation of subordinates could impact positively on their performance. Furtherance to the assessment of leadership characteristics on performance and productivity, the study also solicited views of respondents on power sharing and delegation of subordinates to take decisions influence performance.

Figure 5:   **Use of Participation and Power sharing on Productivity**
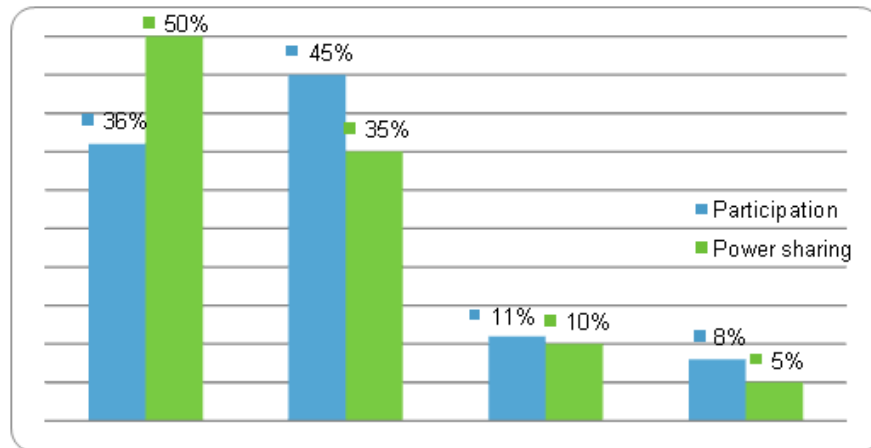
Source: Field data, 2018.

Data obtained indicated that 109 respondents strongly agreed that delegation and sharing of power with subordinates could improve staff innovation and performance, representing 50 per cent. Similarly, 76 (35%) respondents also opted for 'agree'. In another perspective, only 15 per cent of the respondents showed that they disagreed with the assertion that delegation and sharing of power with subordinates could improve staff innovation and performance.

As indicated earlier, female employees were found to have dominated their male counterparts in sharing of power and delegation of subordinates to take decisions.

In examining how transactional leadership characteristics influence performance and productivity, study concentration of subordinates' irregularities, mistakes and deviations by supervisors. The analyses of the data showed an inverse relationship between concentration of subordinates' mistakes, irregularities as well as deviations and their performance level. The results are illustrated in Table 13. That is, only 26 (12%) respondents strongly agreed whilst 54 (25%) respondents also indicated that they simply agreed that supervisors paying attention on subordinates' mistakes, irregularities and deviations lead to better performance.

In another view, an overwhelming majority of 84 of the respondents (38%) disagreed whilst the remaining 54 respondents who also constituted 25 per cent of the sample population strongly disagreed with the idea that

paying attention to irregularities and deviations of subordinates could enhance job performance. Leadership styles influence efficiencies and productivities.

Table 13: Influence of irregularities, mistakes and deviations on performance

Variables	Frequency	Percentage (%)
Strongly agree	26	12
Agree	54	25
Disagree	84	38
Strongly disagree	54	25
Total	218	100

Source: Filed data, 2018

Views of the respondents as contained in the Table 14 revealed that 76 of them indicated 'disagree' whilst 11 of them also opted for 'strongly disagree', representing 35 per cent and 5 per cent respectively.

Table 14: Spelling out clear rules for subordinates and its influence on performance

Clear rules & productivity	Frequency	Percentage (%)
Strongly agree	54	24.7
Agree	77	35.3
Disagree	76	35
Strongly disagree	11	5
Total	218	100

Source: Filed data, 2018

It points to the fact that spelling out clear rules and enforcing them on subordinates by the leader de-motivate staff to perform and this lowers productivity. In effect, the findings of the study disagree with Muna (2008) assertion that spelling out clear rules by transactional leaders could bring about achievement of target outputs.

Discussion

The study revealed a higher number of males than females among the employees of the Tamale Technical University and this could lead to a situation

in which decisions relating to gender are taken in favour of male staff. Another effect is that female staff could be scared from making meaningful contributions during committee meetings.

Per the gender disparity in favour of male staff in the institution, it gives the indication that there was more youthful male staff than their female counterparts and this presents a threat to the achievement of gender balance in the institution. However, the youthful nature of the employees gives the university a competitive advantage in terms of productivity.

From the analyses, one could observe that majority of the respondents had accessed tertiary education meaning that the university has strong human resource base in terms of educated personnel. The indication is that most of these respondents occupied positions of leadership in one way or the other thereby making it possible for this study to obtain in-depth information from their rich experiences in leadership. This potential if properly tapped, could also contribute meaningfully towards the realisation of the university's vision of becoming the best middle level personnel developer especially in the northern part of Ghana and the whole country at large.

Policies and decisions involving institutional governance and leadership direction largely depend on staff in these ranks. The level of success or failures of policies in the university will largely depend on the contribution of its employees as they are likely to be heavily represented on Academic Board and its sub-committees. These factors also help in the enrichment of staff experience with regard to the functions and governance structures of the university.

The indication is that many of these respondents were very conversant with institutional structures, dynamics and processes of the university. As a result, the employees stand the chance of gaining rich experience on how decisions at leadership levels are taken in the university.

From the analyses, one could conclude that there are more males in leadership positions in the university than there are females. As a result, women are likely to be less represented in committees and other bodies responsible for policy formulations and implementations in the institution. This also has the tendency of gender bias policies and programmes being formulated.

It is therefore imperative to note that the responses hold true with assertions of many gender researchers including Rosener (1990), Butterfield and Grinnell (1999) and Park (1996) that gender determines a person's

leadership styles. It could therefore be argued that gender determines the style of leadership being practiced in the university.

However, non-usage of participation in consensual building by female supervisors cannot also be ruled out completely. This also attests to the fact that women in the university are more transformational since they are more likely to adopt consensus in decision making.

In this sense, Bass' (1990) assertion that women are less transactional in leadership style holds true with findings of the study. This therefore gives an indication that female supervisors in Tamale Technical University do not concentrate on subordinates' mistakes, irregularities and deviations at work. Hence, they are less transactional in their style of leadership in this regard.

Contrary to the earlier revelation that female employees adopt more transformational leadership characteristics in their positions of leadership, one stands to agree with the assertion of Natalia (2010) that females often adopt multiple leadership styles and apply each of them to different situations.

Therefore, one could argue that too much attention on subordinates' irregularities, mistakes and deviations by leaders could lower their performance and hence low productivity. The discovery made in this wise confirms Muna (2008) assertion that transactional leadership styles have been ineffective in providing satisfaction to employees to perform.

Conclusion and Recommendations

The study examined leadership styles of Tamale Technical University staff by gender with reference to whether gender is related to leadership styles, characteristics of male and female leadership styles as well as the relationship between leadership styles and productivity. The discussion of the results of this study showed that gender determines staff leadership styles.

The study established that female employees in Tamale Technical University adopt more of transformational leadership behavioural traits than transactional leadership characteristics as they use consensus building through participation and sharing of power with subordinates than their male counterparts.

Conversely, male staff dominated in the practice of transactional leadership style as they spelt out clear rules and enforced them on subordinates and also monitored their mistakes. However, both male and female supervisors practiced some form of both transactional and transformational leadership characteristics.

The study further established that transformational leadership characteristics such as the use of participation, sharing of power with and delegation of subordinates in decision making promote higher productivity than transactional leadership characteristics. On the bases of the above findings, the following recommendations are made:

- It is recommended that the authority should encourage the use of consensus building in decision making and also allow participation of all employees, irrespective of their sex or ranks, in policy formulations and implementations. These would inculcate into the staff a sense of belongingness and the need for them to contribute their quota to the development of the university.
- It is further recommended that the university authority and employers in general should regularly offer leadership trainings to staff. These will expose them to knowledge of best leadership practices required for efficient performance and productivity in corporate institutions.
- The findings that female employees are more transformational while male are more transactional needs to be confirmed in other Universities in Ghana.

Finally, it is recommended that further research be conducted into other aspects of leadership such as factors influencing people's leadership styles and effects of leadership styles on labour turn-over in the Education Sector in Ghana.

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