

FEMININE ARCHETYPES MANAGERIALISM AND PERFORMANCE OF DEPOSIT MONEY BANKS IN RIVERS STATE

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ABSTRACT

Organizational performance has been the most important goal as well as issue facing all organizations, scholars have argued that feminine archetypes managerialism have natural qualities to meet this goal better due to their unique archetypes, perspectives and experiences to organizational leadership, innovation, and overall organizational performance. It is on this premise that this research was carried out, to ascertain the link between feminine archetypes managerialism and organizational performance of deposit money banks in Rivers State. The study adopted efficiency and effectiveness as measures of organizational performance. The baseline theories that were used are the Social Role Theory and The biological theory. The cross-sectional survey design was used. The population of this research consisted of 66 regional managers of the deposit money banks in Rivers State, using the census method, the entire population was adopted as the sample size. A well-structured questionnaire was administered among the employees of the selected deposit money banks. Both descriptive and inferential statistics were used to analyze the data. Furthermore, the Spearman Ranking Order Correlation Coefficient was used to test the hypothesis, at a 5 percent level of significant, and the findings revealed that there is a moderate positive and significance relationship between feminine archetypes managerialism and efficiency of deposit money banks in Rivers State. Also, there is a strong positive and significant relationship between feminine archetypes managerialism and effectiveness of deposit money banks in Rivers State. Based on the findings, it was concluded that feminine archetypes managerialism have positive and significant relationship with organizational performance of deposit money banks in Rivers State. That the impact of feminine archetype managerialism in the banking industry positively increases the performance of the sector, and the combination of both feminist and masculine feminist leadership styles enhances organizational performance. From the conclusion, it was thus, recommended that management of Deposit Money Banks in Rivers State should adopt the feminine archetypes managerialism style to create workplace harmony, team work, employee support and welfare to enable employees to increase their commitment and thus, increase organizational performance.

Key words: Feminine archetype, feminine managerialism, organizational performance, efficiency, effectiveness

INTRODUCTION

Organizational performance as well as how to maintain, enhance or attain performance has been the most important goal as well as issue facing all organizations, be it a profit or nonprofit, small or large as well

as private or public organizations. This has made organizational performance a recurrent concept in management as well as of immense interest to both academic scholars and practicing managers. However, Dessler (2010) regarded organizational performance as the degree of an individual helping the organization complete the objectives as well as the behaviors to achieve the expected, regulated, or required as a formal role of the organization. Hinson and Abdulai (2011) covered effectiveness, efficiency, and participant satisfaction in organizational performance. Also, Gary (2011) pointed out organizational performance as the quality and quantity of an individual or an organization achieving the tasks as well as a manager achieving the tasks on the position.

Although organizational performance is very essential to all organizations, the factors that actually determine its outcome in the organization has brought lot of concern to academic researcher (Mills & Smith, 2011). More so, all over the globe business firms are bedeviled with the problem of how to enhance their performance as a result of changes in technology brought about by globalization which has over the years, leadership style and gender diversity which are currently affecting all aspects of business environment. This particularly means that any business firms who fail to align to this current wave of changes will be left behind. Most organization in Nigeria, especially the banking sector has always strived to improve on their performance at altimes, but still faced with some stiff obstacles. The poor performance is evident in the fact that most deposit money banks in Nigeria operate sometimes as low as 36.1% capacity utilization (Bamikole, 2014) probably due to factors such as poor gender equalization and leadership styles.

However, the role of managers in ensuring excellent organizational performance cannot be overemphasized. Some researchers have argued that the most common problems affecting organizational performance are poor utilization of scarce available resources, leadership style, inefficiency, ineffectiveness as well as the gender of managers. Gender diversity has become a topical issue in recent times, with organizations striving to build more diverse and inclusive work environments. The concept of gender diversity focuses on the equitable representation of men and women in the workplace and the promotion of

equal opportunities for all genders. One key aspect of gender diversity is the representation of women in leadership positions, which has been shown to have a positive impact on organizational performance (Catalyst, 2018).

Research has shown that feminine managerialism bring unique perspectives and experiences to organizational leadership, leading to improved decision-making, innovation, and overall organizational performance (Eagly & Carli, 2007). However, despite the increasing representation of women in leadership positions, women still face barriers and biases that limit their advancement into higher leadership positions, leading to gender imbalances in leadership (Ely *et al.*, 2011). Therefore, it is essential to understand the impact of feminine archetypes on organizational performance to promote gender diversity and inclusion in the workplace. This study aims to understand the relationship between feminine archetypes. Feminine archetype specifically reflect ways in which feminine dynamism is typically expressed and account for the difference in personality among women. The various archetypes that exist in women, in general, are made up of the archaic and mythical personalities of the feminine gender as female archetypes symbolize basic energy, attractiveness, nurturing skills, intuitive attribute and power, all of which surface as the women interface with her world on all levels (Sherman, 2022), Jung (1916). The female archetype provides a diversified manner of bringing about organizational effectiveness to a firm. the mother, the sage, the hunter and another archetype all have the capacity to produce the desired results with a minimum expenditure of energy, time, money, power and human and material resources (Adler, 2020). The desired effect will depend on the goals of the organization, which could be, for example, making a profit by producing and selling a product. Heimkreiter, 2023, believed that though most people were dominated by one specific archetype, the female gender has the ability to express at least four feminine archetypes in her personality. However, the rapid growth in the Banking industry has posed several challenges such as gender diversity which is a natural phenomenon that has both negative and positive impacts on organizational performance depending on how well it is managed. Studies have shown its management or mismanagement can affect

the overall performance of commercial banks in the financial service sector (Makhdoomi & Nika, 2017). It is in this context and against this backdrop that this study explores the relationship between feminine Archetypes managerialism and organizational performance. There are currently 22 commercial banks operating in Nigeria out of which only 13 of them are quoted on the Nigeria Stock Exchange and thus trading as a public liability company. The foundation of banking in Nigeria started in the colonial era. It is not necessary to delve into the historical drudgeries of the development of the banking system in Nigeria.

The Nigerian banking environment in recent decades has played host to a high level of labour turnover incidences in the sector, and the role of deposit money banks in a developing nation like Nigeria, cannot be overemphasized because the deposit money banks are the hub of the economic wheel of a nation as they help ensure the appropriate circulation of funds for citizens and business institutions, had been made possible by both male and feminine managerialism. The contribution made by adopting feminine archetypes managerialism in this sector over the years is so much more than any other private sector in Nigeria (Joubert, 2017). The application of feminine archetypes managerialism in the labor market is not only focused on the social aspect, but also on the economic one. The rise of feminine managerialism leadership style and their impact on firms' performance have a significant contribution to economic activity (Stotsky, 2006).

Several studies exist on feminine managerialism, for instance, Cordeiro and Stites-Doe (2014) explore the Impact of Women Managers on Firm Performance: Evidence from Large U.S. Firms, Monica (2015) examined the effects of feminine managerialism' leadership on teamwork and organizational Performance in catering industry, Mekonnen (2019) examined the effect of women managers on organization performance: the case of government enterprise In Bahirdar City, also, Morgen. Johansen(2007) investigated on the effect of female strategic managers on organizational Performance, Zhucui, Qiaozhen, Yi Zhang and Zhao (2012) explore the Relationship between Female Leadership Traits and employee innovation performance the mediating Role of knowledge sharing, furthermore, Jayasinghe (2020) examined employee's perception of female leadership effectiveness in the Service sector in Japan: case

study in sayco group and Nikulina, Khomenko, Sediakina and Viktor(2016) examined a feminine style of management in the contemporary business world.

However, the bulk of studies were concentrated on gender diversity and female leadership styles with little or no studies, focusing on the empirical link between feminine Archetypes managerialism and organizational performance. Given this paucity of research in the area of feminine managerialism, hence, it is the focus of this study to fill this gap by empirically examining the relationship between feminine archetypes managerialism and organizational performance of deposit money banks in Rivers State. Furthermore, this study was also guided by the following research questions:

- i. What is the relationship between feminine archetype managerialism and organizational efficiency of deposit money banks in Rivers State?
- ii. What is the relationship between feminine archetype managerialism and organizational effectiveness of deposit money banks in Rivers State?

Conceptual Framework

The conceptual framework shows the relationship between the study variables. On the left is the predictor variable which is feminine archetypes managerialism while on the right is the criterion variables which is organizational performance, and efficiency and effectiveness were used to measure organizational performance, as presented in figure 1

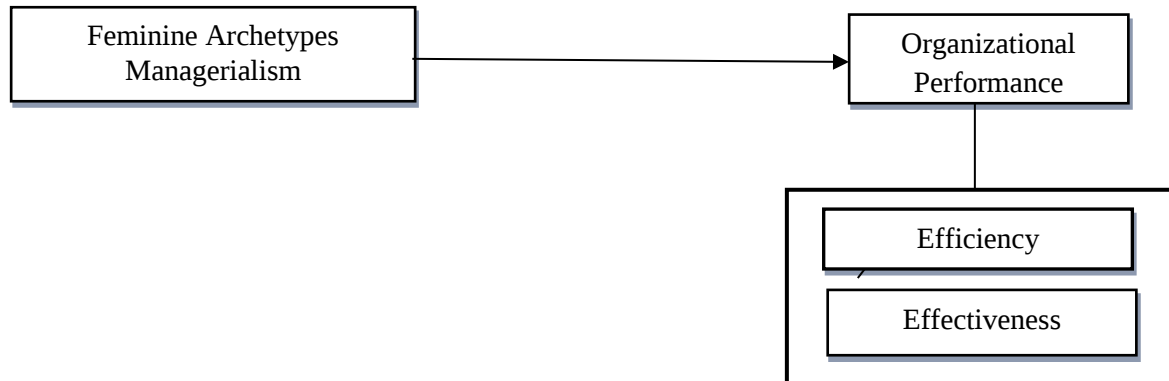


Figure 1: Feminine archetype managerialism and organizational performance

Source: Conceptualized by Researcher (2023) - dimensions were sourced from Zeb-Obipi (2007), while the measures were sourced from (Hinson & Abdulai, 2011).

LITERATURE REVIEW

Theoretical Foundation

The baseline theories that were used to underpin the study variables are the Social Role Theory and The biological theory on gender difference. These theories were adopted because it had been used by several scholars in related studies in previous empirical investigation; these theories were explained more in details.

Social Role Theory

Eagly's (1987) social role theory argues that widely shared gender stereotypes develop from the gender [division of labor](#) that characterizes a society. In western societies, men's greater participation in paid positions of higher power and status and the disproportionate assignment of nurturant roles to women have created stereotypes that associate agency with men and communion with women. In addition, the gendered

division of labor gives men and women differentiated skills. Social role theory suggests that individuals' gendered roles within society influence their behavior, attitudes, and performance in the workplace (Eagly & Wood, 2012). The theory posits that gender roles are shaped by socialization, cultural expectations, and societal norms, which shape individuals' perceptions of their own abilities and the expectations of others (Eagly & Wood, 2012).

Social roles are dictated by division of labor, and gender roles tend to reinforce the status quo. Eagly and Steffen (1984) tested the correlation between gender stereotype and division of labor and found that occupational role was a strong determinant of judgments of communal and agentic qualities. Results indicated that, when people did not know the job status (employee or homemaker), women were perceived as more communal and men as more agentic. However, when job status was known, employed men and women were perceived as more agentic and homemakers, both male and female, were perceived as communal. So, those who are in domestic roles were rated as more communal and less agentic than those in the employee role. With more and more women in the labor market since the 1970s and the feminist movement, it is surprising that studies continue to show that there is a tendency to view women with communal qualities and males with agentic qualities (Eagly & Steffen, 1984). Conway, Pizzamiglio, and Mount (1996) conducted research to test Eagly and Steffen's study, comparing job status with agency and communality. They found that low status individuals were rated as more communal than agentic and high status individuals were rated as more agentic than communal, regardless of sex or occupation. These findings imply that communal, which is normally associated with females, is associated with low status positions, so that females are associated with low status jobs. The same implication represents males having agentic qualities, therefore, having high status positions. The social role theory is the basis for the archetypes, energy and power of feminine managerialism, as they use their unique traits and feminist nature in enhancing organizational performance.

The Biological Theory on Gender Difference

The biological theory argues that biological attributes such as genes and hormones that determine the sexuality of individuals are responsible for the different behaviour and differences among males and females in our society. The theory's proposition is that biological sex creates gendered behaviour. The theory also delineates the notion that males and females are uniquely made by nature and possess distinctive biological characteristics without any external influence; thus, socio-culture and environment have no hand in female and male behaviour (Burke & Embrick, 2020). For instance, in a Psychological analysis of gender differences and gender similarities, Chong (2005) contended that exposure to biological elements like estrogen and androgen can influence not only male and female brain development but also childhood play behaviour, sexual orientation, and critical gender identity.

Also, genetic dispositions, by means that one's evolutionary inheritance is showcased to have a direct impact on biochemical and structural differences between males and females (Chong, 2005). The biological theorists further argued that females are genetically inclined towards meekness and nurturing behaviour due to high levels of oxytocin in them, whereas males are predisposed towards adventure and aggression because of greater production of testosterone in them (Rimmele *et al.*, 2009; Dabbs *et al.*, 1995). Biological traits privileged men with hormones that stimulate sexual hierarchy, such as physical strength, courage, ambition, and promiscuity, whereas women are made up of biological traits that stimulate fidelity, nurturance, dependence, and caution (Rhode 1997). The theory associates human behaviour with natural factors and that individuals have no internal control over their behaviour and dispositions and are therefore devoid of responsibilities for their actions (Burke & Embrick, 2020). For decades, there have been several studies to validate the biological theory, and notably among them was an experiment conducted by Goy and Phoenix (1971); who injected female rhesus monkeys with testosterone prior to birth and later observed increased aggression among the monkeys (in Hines, 2011; Thornton *et al.*, 2009).

Likewise, Roberto and (2016) opposed the biological claims that gender differences are fixed biological fixtures. They argued that gender differences are socially created concepts that are used to discriminate

against women based on their biological makeup. They explained further that women are stereotyped as flighty and unreliable because they possess uncontrollable raging biological hormones that fuel unpredictable emotional outbursts. Furthermore, Gittins and Stroller also contended that being biologically female is not enough to justify why women earn less or are expected to take care of kids; therefore, the biological explanation cannot be the only basis to explain the gender difference between men and women. Therefore, there is a need for the social construction of roles and identities linked to the biological construction of masculinity and femininity (See Mikkola & Mari, 2019; Kirby, 1999). The proposition this theory, that biological sex creates gendered behaviour, which makes feminist behaviour and leadership styles to differ from that of their masculine counterparts, forms the theoretical basis for feminine managerialism and organizational performance.

Conceptual Review

Feminine Managerialism

A female manager refers to a woman in a leadership position in an organization. According to Eagly and Karau (2002), feminine managerialism are often stereotyped as possessing communal traits such as being nurturing and supportive. They also face the glass cliff phenomenon, which refers to women being appointed to leadership positions during times of crisis when the chances of failure are high (Ryan & Haslam, 2005).

Feminine managerialism are most commonly defined by the differences between femininity and masculinity. This so-called “business case” for diversity continues to be discussed today, as researchers attempt to understand the economic value of diversity. Companies who are best able to hire and maintain a diverse workforce are expected to outperform those who do not (Dezso & Ross, 2012; Glass & Cook, 2018; Krishnan & Park, 2005; Shrader, Blackburn, & Iles, 1997). A particular focus of this business case revolves around the effects of increasing the proportion of female in management and senior leadership roles. Pearlman (2010) found that having women in management positions is positively related to gender

integration at non-managerial levels as well that is, making the workplace more gender equitable at all levels.

Feminine Archetypes Managerialism

Females can exhibit different styles of leadership from males. McCrea and Ehrich (2000) found that kindness, nurturance, and collaboration viewed as feminine qualities were valued in the leadership roles. They identified broad principles that embraced sensitive leadership, supportive collaboration, and collective decision-making. Loden (1987) agreed that feminine leadership styles stressed cooperation over competition, group structures, and interpersonal competence and participative decision-making. Additionally, Loden (1985) suggested that a typical male framework was hierarchical, competitive and based on positional power, while a typical female framework included teamwork, cooperation, and personal power. Blair (2007) listed "pearls" of wisdom that female leaders demonstrated such as understanding self and followers, providing good role models, recognizing and crediting followers, communicating directly and clearly, adjusting leadership styles, solving conflict effectively and honesty. Haslett, Geis, and Carter (1992) found that females were perceived as less intellectual and rational than males and it was not appropriate for women to display self-interest. Females may exhibit frustration with leadership position expectations because of their different leadership styles. Miller, Washington and Fiene (2006) noted that women are caught in a conundrum. If female leaders expressed the qualities that were associated with male leadership, they are considered undesirable as leaders because those qualities are too masculine for a female. The less forceful leadership traits such as collaboration and skills associated with people and process are considered desirable for females, but less desirable for leaders to display. In the past, males held most of the leadership positions in education. Given the current make-up of the position, Gupton and Slick (1996) suggested that males actually belong in educational leadership positions rather than females. "Although women constitute 75% of the educational workforce and are awarded over half of advanced administrative degrees (Shakeshaft, 1989), less than 10% of superintendents are female" (Skrla, Scott &

Benestante, 2001, p. 117). Men continue to hold the vast majority of superintendent positions; on the brighter side, females are gaining ground in securing the principal ship (Glass, Bjork & Brunner, 2000). The feminine archetype dimensions are: mother feminine archetype, hunter feminine archetype and sage feminine archetype.

Mother Feminine Archetype

Mother finds her identity and fulfillment in cherishing, nurturing, and protecting. Her instinct is to assist all that is unfolding and in the process of becoming. She sees where other people need assistance or protection, and she goes to their aid. She encourages others to develop themselves, and she supports whatever is in need of nurturing or help (Salmaninezhad Mehrabadi, 2014). She attends to the comfort and security of whomever she nourishes. Mother will usually arrange her outer way of life to include marriage or a nurturing profession, such as teaching or nursing or social work. If she marries, Mother will be concerned with the career security, social position, and paternal qualities of the father. She will protect and promote whatever enhances his role as father. At times, he could feel like a son or provider, rather than a husband and companion.

The Mother, figuratively, is no less than the source of all life. She represents the love and nurture humans need from day one. Her greatest gift is to sustain and renew her surroundings which can take shape of a family, a garden, or a community project and even in the business environment. She lives and breathes female authority and fosters growth wherever she goes. She presides over the realm of life and death. And, she has the heart of a lioness – if one threatens what is dear to her the person is in for a ride. She defends those she loves at all costs. The Mother Archetype's ability to love is a well without a bottom and a blessing to those under her wings. She has plenty of love to spare and readily gives all of it to those around her. Her empathy, compassion and care are what also makes her a great helper. The Mother Archetype is often the first to help those in need and will always make sure that everyone else is taken care of before looking at herself (Barrie, 2010).

Hunter Feminine Archetype

The Huntress; the warrior spirit lives in most female. The Huntress Archetype strives for autonomy and inner strength. Also known as the “Wild Woman”, she knows how to persevere and fend for herself. Being a wild woman, she is deeply connected to nature. Her presence inspires others to find strength and she often serves as a protector of other, more vulnerable women (Kazemzade, 2013).

The Huntress finds her identity and fulfillment in managing the outer world. (If the term Amazon evokes unattractive or merely muscular women, substitute for it "Wonder Woman," who is an Amazon.) Amazon is instinctively drawn toward outward achievements which she wants to accomplish for herself. She is independent and self-contained (Sattari, Haghighi & Mahmoudi, 2016). The Amazon is often a woman who is committed to an ideal or a cause, and who fights for it in public. This does not imply that all Amazons are forceful and vocal extraverts who, at their worst, try to impose their opinions on everyone. The Amazon might also be a quiet introvert who finds her fulfillment simply in seeing that things are managed well. Many sportswomen and women prominent in public life are Amazons, as are the able receptionists who make themselves indispensable in their offices. Many women who do not feel sufficiently taken up by their home or their personal relationships dedicate themselves to a task and find fulfillment in accomplishing in the outer world (Giesking, Mangold, Low & Sacgert, 2014, 170-171). Women who think of their marriage as an "accomplishment" more than a "relationship" are usually Amazons. In her relationship to men, Amazon can be a refreshing comrade who makes no demands. She and the male act as mutual challengers, and her own psychological development does not depend on male response unless she lets it. Success and independence are her watchwords, professionally and in her personal relationships. Amazon must learn to be patient with what is undeveloped in herself or others. Goal orientation is a self-development belief that the hunter feminine archetype female understands and responds to in an environment that fulfills her goals, it is an intrinsic feature that is highly relevant to her work behavior, work attitude, and job performance. This female archetype intentional make efforts to generate, promote and realize innovative ideas in order to benefit work performance, the group or the organization. (Jung, 2017)

Sage Feminine Archetype

The Wise Old Man's role was that of elder, sage, or guardian. These roles described the Wise Old Man in many ways, some of which were king, magician, or lawgiver. The Wise Old Man brought help, order, authority, and counsel to those around him. The Wise Old Man's love, however, was conditional upon those who performed according to his wishes (Hershey-Freeman, 2008). The Sage Archetype, guided by truth and logic, is possibly the rarest of the feminine Archetypes – her stoic character makes her stand out from the crowd. Also called the Wise Woman or Crone, her mind is her most prized possession and full of insight to share (Jung, 2017,). In fairy-tales and myths, the figure of a wise woman often appears with divine timing just when guidance and reassurance are needed the most. The Sage, or Wise Woman, is a truthseeker at heart. She is a brilliant thinker, driven by a desire to *know*. That includes both the outside world as well as her innermost self (Barrie, 2010).

Organizational Performance

The concept of performance is a fundamental and important concept for organizations in general. It represents a common denominator of interest to management scientists. It is almost universal to all fields of administrative knowledge, as well as the most important dimension to various studies that focus on the existence of the organization (Nasser, 2010). However, some researchers differ in the expression of the concept of performance. The concept differs according to the objectives to be achieved in different fields of science and indifferent standards and measures of performance (Hussein, 2010). Nasser, (2010) argued that performance could be attributed to the execution of responsibilities and duties according to the expectations of the employer.

Daft (2003) defined this as how well a company has been able to effectively and efficiently achieve the goals it has set for itself by using available resources. Or according to Richard, Allen, Ralph, and Kilmann (2009), it can be described as the verified or confirmed production (output) or the company's aggregate compared with laid down production (outputs), targets, aims, objectives or purpose. Performance can be

measured against objectives already set by the company. These measures must stipulate all that is required and how competently the employees are performing in achieving their targets. These course of action (measures) should be comprehensible, understandable as well as transparent, brief, easily collectable as well as interpretable and should be pertinent and informative to show how well or not the employee is discharging his or her duties in the company. Performance measures are usually related to efficiency, effectiveness etc. and they are both used as the measures in this study.

Effectiveness

Organizational effectiveness can be defined as helping the company to evaluate its headway with regards to fulfilling its aim and obtaining its objectives (Kennedy-Philips & Heilman 2011). Also, it can be defined as the predictive strategy to achieve its purpose of a company or the extent that a company obtain the goals it has set for itself (Zeng, 2010). Organizational effectiveness is a broader term encompassing multiple constituents for measuring organizational performance. Therefore, organizational effectiveness has been connoted as one aspect of organizational performance (Lee and Choi, 2003). Organizational effectiveness is “a company’s long term ability to achieve consistently its strategic and operational goals” (Fallon and Brinkerhoff, 1996). Though, it has been hard to describe what exactly constitutes organizational effectiveness (Cameron & Whetton, 1981; & Rahimi & Noruzi, 2011), it has been widely accepted that organizational effectiveness is “the extent to which an organization achieves its goals” (Steers, 1977). Due to its multidimensional and paradoxical character (Cameron, 1986), an organization can be simultaneously judged effective by one criterion and ineffective by another. Mott (1972) defined organizational effectiveness as “the ability of an organization to mobilize its centres of power, for action, production and adaptation”. In fact, effective organizations tend to produce better quality products and are resilient in the face of adversities.

Efficiency

The criterion variable in this study is organizational efficiency, which is a measure of organizational performance. Armstrong and Murlis (2004) opined that organizational performance involves completing assigned task by individual or group of individuals in an organisation which according to Kenney *et al.* (1992) is measured against the performance standards set by the organisation. Various measures are taken into account when measuring performance such as productivity, efficiency, effectiveness, quality and profitability (Ahuja 2006). This study however focuses on efficiency and according to Burnes (2004), efficiency presents the level of different goals achievement within the limited available resources. Similarly, Mihaiu, Opreana and Cristescu (2010: 132) state that efficiency “can be achieved under the conditions of maximising the results of an action in relation to the resources used, and it is calculated by comparing the effects obtained in their efforts”. An important point to note is that workers in the organisation must be aware of what they need to do so as to execute their duties successfully hence organisation need to outline and set out its employee performance expectations so that accomplishment can be accurately appraised periodically.

Organizational efficiency cannot be measured directly; therefore, different approaches to data and methodological framework are required in its measurement. According to Koh and Saad (2007), benchmarking or comparative analysis are frequently used methods. Kovac (2007) described organizational efficiency as the positive result of the comparison between the inputs and the results obtained. Mandl *et al.* (2008) and Sorber (1999) posit that efficiency is the relationship between inputs and effects; therefore, efficiency shows effects regardless of the inputs or resources needed to achieve the objectives. Robbins and Coulter (2005) state that efficiency means obtaining the greatest possible output out of the smallest quantities of inputs. Aristovnik (2012) stated that the CAF is easy to use and takes into account the particularities of both private and public sector organizations (the impact of the policy, professional work, customer orientation, non-financial results). Aristovnik (2012) further emphasized that the optimal effects of the assessment are achieved if a self-assessment principle is used, because ‘the employees knew the

organization the best', but a credible outcome requires a critical review. In connection with employee efficiency, Abdolreza *et al.* (2013) studied wage flexibility. They determined that wage and salary factors have a great effect on efficiency. Likewise, Wright and Davis (2003) determined that higher levels of cost control and efficiency has an impact on improved productivity.

Efficiency is an indicator that is obtained by reporting the outcome effects to the efforts made (Mihaiu, Opreana and Cristescu, 2010: 136). Thus, efficiency in the work place refers to the time, money, and other resources it takes to accomplish assigned tasks as compared to the set standards determined by the employer. This suggests that efficient employees complete tasks in the least time possible with the least amount of resources possible by utilising certain time-saving strategies.

Empirical Review

Feminine Archetype managerialism and Organizational Performance

In line with the research objectives, and to answer the research questions, feminine archetypes and organizational performance was reviewed. Hence, Dickson (2019) examined women leadership behavior and organizational performance. It determines how women managers could stand out in the midst of challenges. The survey research design was adopted in this study. The population of the study comprised all commercial bank executives and top managers in Bayelsa State. The total number of the population was 95 executive officers selected from 17 commercial banks. Since the population was not too large, all the executive officers were adopted as the sample size. A structured questionnaire was designed to elicit data. Validity was ensured through expert opinion and reliability was measured through the Cronbach's alpha technique with a reliability of 86% which was appropriate. Both primary and secondary data were used in this study. The spearman rank correlation coefficient was used as the data analysis technique and the SPSS computer-based method was used to test the hypotheses. The findings of women leadership behaviours such as participative decision making, expectation/reward and control are significantly related to organizational performance. It was also indicated in the bar chart on the application of leadership behavior,

the study revealed that men in leadership prefer total control and sometimes taking corrective measures while women prefer applying role modeling and reward. Thus, the paper concluded that leaders who are transformational oriented irrespective of the gender could better survive in a turbulent environment than leaders who apply transactional leadership style. Therefore, it was recommended that women should be encouraged to advance their career and professional endeavors to the highest echelon of the organization.

Furthermore, Inès, Mohamed and Bernard (2014) Examined Archetypes of Women in Advertising an Exploratory Study, the analysis of the results conducted with 30 individuals show that the physical characteristics of the model and values are very important to advertise products. The level of importance varies from one product to another which has led to propose different archetypes of women. Ababneh (2020) investigated on the impact of organizational culture archetypes on quality performance and total quality management: the role of employee engagement and individual values Doha, Qatar. This study focuses on the attribution theory to propose a model that presents a differential impact of organizational culture archetypes on quality performance and TQM, while underlying role of employee engagement and individual values. An empirical study was performed based on the data collected from 153 senior employees working in hotel companies. This study has used partial least squares path modeling (PLS-SEM) to test the relationships and model proposed. The findings have confirmed the hypotheses using PLS-SEM and provided a positive significant impact of organizational culture archetypes on employee engagement with quality initiatives; individual values on organizational cultural archetypes and employee engagement with quality initiatives on TQM implementation. The study concluded that the impact of organizational culture on quality performance and TQM is significant. It is, therefore, suggested that management of hotel companies should work to increase the level of engagement, encourage cultures, while reducing the level of power culture with the emphasis given to individual and organizational quality initiatives.

However, female leadership is most commonly defined by the differences between femininity and masculinity. The characteristics that are considered to influence decision making, problem solving and

achievements are often compared. The aim of this discussion is to emphasize the value and benefits of feminine characteristics in leadership today and the benefits diversity brings to organizations and businesses. Women and men are biologically different from each other, and usually culture and society shape and strengthen gender roles. The traditional role of men is to support their family and the role of women is to take care of children and home. Traditionally, men are considered to be more aggressive and women nurturing. Different stereotypes of women and men's characteristics and roles in the society still exist strongly. (Piha 2006, 89.) However, everyone has their individual characteristics and strengths and that is why stereotyping should be avoided. By stereotyping men as more efficient and achieving in work life, the important and valuable characteristics that women have remain undervalued (Piha 2006, 92). From the foregoing discussion, it was hypothesized that:

H₀₁: There is no significant relationship between feminine archetype and efficiency of deposit money banks in Rivers State.

H₀₂: There is no significant relationship between feminine archetype and effectiveness of deposit money banks in Rivers State.

METHODOLOGY

The study adopted the correlation research design and cross-sectional survey research design because of its requirements to collect data from a wide range of subjects to elicit acceptable generalization. It was epitomized in the approach and methods used in the natural sciences (Kothari, 2004). The target population of the study was 66 management staff drawn from the 22 deposit money banks in Rivers State. Due to the small size of the target population, this study adopted the census method. Hence, the sample size was also 66 management staff from the deposit money banks in Rivers State. The primary data were collected using a self-administered questionnaire that featured closed-ended questions on a five point Likert scale ranging from strongly disagree to strongly agree. The research questionnaire was validated using the content validity technique while reliability was tested with the use of Cronbach's Alpha Correlation Coefficient with

coefficients of all the study variables greater than 70%. Also, the study applied both descriptive and inferential statistical analysis; the hypotheses were tested using the Spearman Rank-Order Correlation Coefficient with aid of the Statistical Package for Social Sciences (SPSS).

DATA ANALYSIS, RESULTS AND FINDING

Data Presentation

Table 1: Summary of Administered and Retried Questionnaires

	Number of Cases	Percentage
Copies of Questionnaire Administered	66	100.00
Copies of Questionnaire Retrieved/Returned	60	90.91
Completed but Unusable Copies of Questionnaire	4	6.06
Completed and Usable Copies of Questionnaire	56	84.85

Source: Field Survey (2023)

From Table 1, it is observed that out of 66 questionnaires administered to respondents. 60questionnaire representing 90.91 percent were retrieved. However, out of this number 4 copies of questionnaire representing 6.06 percent were completed but unusable while 56 copies of questionnaire were correctly filled, representing 84.85 percent, and since this number is quite high and suitable, it was used for the analysis of the study.

Univariate Results

Table 2: Descriptive Statistics for Female Archetype Managerialism

	N	Minimum	Maximum	Mean	Std. Deviation
Feminine Archetypes	56	1.50	5.00	4.1295	0.84878
Valid N (listwise)	56				

Source: Research Data 2023, (SPSS output version 25.0)

Table 2 illustrates the descriptive statistics for Feminine Archetypes managerialism which has a mean score of 4.1295 and standard deviation of 0.84878. This result therefore portrays respondents indicating very strong practices of Feminine Archetypes managerialism in their organization.

Table 3: Descriptive Statistics for Organizational Performance

	N	Minimum	Maximum	Mean	Std. Deviation
Efficiency	56	1.50	5.00	4.2188	0.77469
Effectiveness	56	2.75	5.00	4.3571	0.67564
Valid N (listwise)	56				

Source: Research Data 2023, (SPSS output version 25.0)

Table 3 illustrates the descriptive statistics for organizational performance which are efficiency and effectiveness. Efficiency has a mean score of 4.2813 and standard deviation of 0.676, while effectiveness has a mean score of 4.219 and standard deviation of 0.775, These results therefore indicate that most of the respondents were on the agree range on the measurement scale pertaining to organizational performance.

Bivariate Analysis

Test of Hypothesis 1

H₀₁: There is no significant relationship between Female Archetypes managerialism and Efficiency of Deposit Money banks in Rivers State.

Table 4: Relationship between Female Archetypes Managerialism and Efficiency

Correlations			Female Archetypes	Efficiency
Spearman's rho	Female Archetypes	Correlation	1.000	.557**
		Coefficient		
		Sig. (2-tailed)	.	.000
	Financial Performance	N	56	56
		Correlation	.557**	1.000
		Coefficient		
		Sig. (2-tailed)	.000	.
		N	56	56

**. Correlation is significant at the 0.05 level (2-tailed).

Source: SPSS 25.0. Output based on 2023. Field survey data

From the results in table 4, the correlation coefficient shows that there is a moderate positive relationship between female archetypes and efficiency. The correlation coefficient of 0.557 confirms the magnitude and strength of this relationship and it is statistically significant at $p\ 0.000 < 0.05$. The correlation coefficient represents a moderate correlation between the variables. Therefore, based on empirical findings the null hypothesis earlier stated is hereby rejected and the alternate accepted. Thus, there is a significant relationship between female archetypes and efficiency of Deposit Money banks in Rivers State.

Test of Hypothesis 2

H₀₂: There is no significant relationship between female archetypes and effectiveness of Deposit Money banks in Rivers State.

Table 5: Relationship between Female Archetypes Managerialism and Effectiveness

Correlations			Female Energy	Effectiveness
Spearman's rho	Female Archetypes	Correlation Coefficient	1.000	.675**
		Sig. (2-tailed)	.	.000
		N	56	56
	Effectiveness	Correlation Coefficient	.675**	1.000
		Sig. (2-tailed)	.000	.
		N	56	56

** . Correlation is significant at the 0.05 level (2-tailed).

Source: SPSS 25.0 Output based on 2023. Field survey data

From the results in table 5, the correlation coefficient shows that there is a strong positive relationship between female archetypes and effectiveness. The correlation coefficient of 0.675 confirms the magnitude and strength of this relationship and it is statistically significant at $p\ 0.000 < 0.05$. The correlation coefficient represents a strong and significant relationship between the variables. Therefore, based on empirical findings the null hypothesis earlier stated is hereby rejected and the alternate accepted. Thus, there is a

significant relationship between female archetypes and effectiveness of Deposit Money banks in Rivers State.

This research has empirically assessed the relationship between female manager and organizational performance of Deposit Money Banks in Rivers State, and from the test of hypothesis using the Spearman Ranking Order Correlation Coefficient, the findings of this study revealed that feminine managerialism have a strong positive and significant relationship with organizational performance of deposit money banks in Rivers State.

CONCLUSION AND RECOMMENDATION

Based on the result and findings of this study, it was concluded that feminine Archetypes managerialism has a strong positive and significant relationship with organizational performance, and that feminine Archetypes managerialism naturally possesses a lot of attributes and characteristics, makes them better transformational leaders and enhances their performance, which in turn, increases organizational performance. From the foregoing, it was recommended that Management of Deposit Money Banks in Rivers State should adopt the feminine archetypes managerialism style to create workplace harmony, team work, employee support and welfare to enable employees to increase their commitment and thus, increase organizational performance. And also, managers of Deposit Money Banks in Rivers State should consider using the feminine archetypes managerialism style to motivate employees to actualize their goals, since it is more sensitive, friendly, soft, and emotional so as to create a friendly work environment which is needed to stimulate, motivate and encourage staff to be more fulfilled in their job, and in the long run improve organizational performance.

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