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AN ANALYSIS OF HEADS' LEADERSHIP DIMENSIONS AND SUBORDINATES' COMMITMENT TO DUTIES IN THREE SELECTED NIGERIAN FEDERAL UNIVERSITIES

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Abstract:

The study was a survey of the leadership dimensions (styles) of Heads of some selected Federal Universities in Nigeria and the commitment to duties of their subordinates. Cluster sampling technique was used to sample four hundred and sixteen (416) staff comprising 111 Heads (Heads of Departments) and 305 Subordinates (i.e. lecturers and non-academic staffs). The Cluster Sampling Technique was used so as to link the subordinates with their Heads and subsequently, the Leadership Dimensions (LD) of their Heads. Two research instruments were adapted to test Heads' LD and Subordinates' Commitment (SC) respectively. The instruments are: the Sergiovanni, Metzeus and Burden's (1969) Leadership Behaviour Description Questionnaire (LBDQ) and the Mowday, Steers & Potter's (1979) Organizational Commitment Questionnaire (OCQ). Heads' Leadership Dimensions were determined and categorized as either Task-Oriented (TO) or Employee-Oriented (EO). The Subordinates' Commitments were compared across the two categorized LDs.

The validities of the instruments were ascertained through face validity approach while their reliability alpha coefficients of 0.77 and 0.63 respectively, were determined through using Pearson Moment Correlation Coefficient (r). Data were analyzed using percentages and chi-square statistics. Findings revealed that Heads in the selected universities were more work-oriented than employee-oriented in leadership their leadership styles (59.45% > 40.54%). Specifically, female Heads were more employee-oriented than the male Heads (63.26% > 22.58%) and male heads were more work-oriented than the female heads (77.41% > 36.73%). Also, Heads having Short Year of headship experience were more work-oriented than those having Long Year of headship experience (60.6% > 39.39%). In addition to this, significant difference were found in the commitment to duties of subordinates under employee-oriented leadership and those under work-oriented leadership with the former been more committed to duties than the latter (X = 60.78 > X=