

## **Interplay of Value System and Leadership at Workplace**

**Dr. Victor Katoma**

Senior Lecturer

Head of Department: Maths and Stats

Polytechnic of Namibia

**Cosmas Mwanza**

Leadership Consultant

**Dr. Ali Shameem**

Professor of economics: School of Management

Polytechnic of Namibia

### **Abstract**

*Values, either transient or fixed, define an individual's placement and relevance in any system. This paper examines the elements of the value system (VS) of 259 managers/leaders of different corporate companies and develops insights into constructs of collegial leadership placement in the workplace. It demonstrates that, leadership, irrespective of gender difference can be gleaned using elements of the value system and suggests that leaders can be selectively placed by assessing their strongest value inclination. Findings through factor constructs and comparative means revealed that power and to a lesser extent security, generally formed the basis of all leadership types. This view point affirms the concept that leadership, at any level, primarily stems from the desire to control one's environment including people and material resources (Luthans,1995). Leadership types however, only emerge and leadership without clear demonstrated power is deceptive. Using an extended value system package (EVSP), this paper further explains that it is through extended personal aspirations such as in loyalty, friendship, loving, independence and doing something different that brings out a more natural leadership positioning in a workplace. This can help to manage work teams and build an understanding, the underlying motivations of employees and their preferences to work for companies that help them to balance between work and family life.*

**Keywords:** values, leadership, culture, power, workplace, teams

### **Introduction**

The genesis of an individuals' personality is rooted in his or her values. These deep-rooted values represent the true self which is hidden in the unconscious mind leaving the individual to become an actor that must conform to the realms of a workplace and a larger society. This paper investigated an extended value system package (EVSP) as a form of a multidimensional construct that shape behavior and consequently leadership traits at the workplace. In this paper, the words manager and leader are used interchangeably.

### **Psychoanalytical Approaches**

From a purely psychological point, Freud (1856-1939) initially postulated a framework for human behavior. According to Freud, behavior could not be explained consciously because the motivating factors of human beings were unconscious in nature. Carl Jung (1875-1961) later described three levels of personality including the unconscious level part in which our uniqueness conspicuously operates. This anecdote was premised on the concept of individualization, were it is postulated that individuals strive for self-actualization, an ongoing process of personal emergence and growth over the period of a person's total existence. Consciousness is our subjective awareness of ourselves to our environment. Consciousness is functional because we use it to reason logically, to plan activities, and to monitor our progress toward the goals we set for ourselves. Consequentially, it is central to many theories of psychology.

### **Value Identification**

Value identification is a key concept in reaching self-actualisation and gaining self identity. It ultimately shapes the personal and shared attitudes even at workplace. Individuals need to explore ways of achieving congruency in actually living a social life. Focusing on the Self: Humanism and Self-Actualization is vital.

The self-concept is a knowledge representation that contains knowledge about our beliefs, personality traits, and values that exist in individuals (Kagan, 1991).

A myriad of theorists studied the areas relating to needs, motives and values but the model on personality was heralded by Maslow in his hierarchy of needs pyramid. According to Maslow, when people have attained their lower needs within the hierarchy, only then will they move to achieve the higher needs of self esteem and eventually self-actualisation which is the pinnacle of developing our inner potential to the fullest. According to Luthans (1995) the issue of security is a very intense motive, especially in a fast-paced highly technological society. This largely explains why people tend to have a learned security motive to protect themselves from contingencies of life and actively try to avoid situations which would prevent them from satisfying their primary, general and secondary motives. There is also the adage of the unconscious security motive taken care of by insurance programs and other fringe benefits at the workplace.

Maslow (1970) believed that when people attain self-actualization they become creative and loving self and others. They also become assertive and do not always conform to opinions of others. They are confident and are free to express their opinions.

A review of the elements of the value system which included: achievement, power, affiliation, creativity, equality, learning, security and vision are thus first presented. With an understanding that the value system is complex and underlies even our human belief systems, a second set of elements is henceforth incorporated: *ambition, challenge, enjoyment, friendship, honesty, independence, loving, obedience, recognition, relevance, risk, loyalty, leaving a legacy, inner harmony, family, different, constructive dissent, location, service, wealth and time*. This formed an extended and more complete value package. It is anticipated that a deeper scope of values that are important to the individual and their interplay can bring a sense of realisation of what the true-self should strive for in the socialisation and modern workspace.

### **Achievement**

Self-efficacy is an important construct in behavioral management and it has been defined as people's judgement of their capabilities to organize and execute courses of action required to attain designated type of performance (Bandura, 1997). McClelland (1965) pointed out that people with a high need for achievement (n Ach) want to accomplish reasonable *challenging* goals through their own efforts. High n Ach people perform better when given considerable *independence*. They prefer activities that give immediate feedback on how they are performing (Luthans, 1995). An overture for greater achievement translates to a higher affinity for power which implies that some form of task control and ownership are needed to perform effectively.

### **Power**

Need for Power (n Pow) is an important source of motivation (Luthans, 1995). This need refers to a desire to control one's environment including people and material resources. People with a high n Pow want to exercise control over others and are concerned with maintaining their leadership position. Some people have a high need for personal power, while others have a high need for institutional power. All this is learnt rather than instinctive. In the example of entrepreneurs, the need for power is primarily driven by a motivation of the need to achieve rather than the need for personal power.

### **Affiliation**

The concept of affiliation, when applied to modern workplace environments describes the basis for co-location and virtual location. In co-located arrangements, employees share the same work space while in virtual platforms, they are far spaced and mostly rely on technology to coordinate and relate. In either case, decisions and actions of leaders and team members are perceived and interrelated by individuals as either enabling or constraints to their own performance (Liz Lee-Kelley, 2006). The need for affiliation (n Aff) refers to a desire to seek approval from others, conform to their wishes and expectations and avoid conflict and confrontation (McClelland, 1965). Such individuals are more effective in conducting roles and in jobs requiring social interaction.

However, the self-aspect and values are compromised, when the individual has to conform to group rules. These views cover group dynamics and revolve around being liked by many people, accepted as part of a group or team, working with people who are friendly and cooperative, maintaining harmonious relationships and avoiding conflicts, thus participating in pleasant social activities. An enabling work climate promotes creativity.

### **Creativity**

Innovation is pivotal for growth and competitiveness of organizations (Dvir, Kass & Shamir, 2004). For an individual to enjoy creativity, the individual must have the knowledge in the required field (Dorf & Byers, 2008). This entails that knowledge must be transferred so that the intellectual abilities to recognize connections, redefine problems and envision and analyze possible practical ideas are achieved. One's level of intellectual growth and thus innovative capacity is increased through strong affiliations. For work types that require a higher degree of reliance on experiential knowledge, affiliation is a precursor to creativity. Human capital theory actually maintains that shared knowledge provides individuals to increase their cognitive abilities leading to more productive and efficient potential activity. What is not known is whether gender has an influence over affiliation and hence the levels of creativity at workplace.

**1H<sub>0</sub>** *Gender does not significantly influence affiliation and would not determine creativity at workplace.*

**1H<sub>1</sub>** *Affiliations at workplace are largely influenced by gender and strongly determine one's creativity.*

### **Gender, Equality and Leadership**

Hofstede (1998) posit that cultural values and traditions can influence attributes and behaviors of leaders. This view point argues that a form of the masculinity/feminity dimension differentiates countries as well as individuals. Masculinity stands for a society where men are supposed to be more assertive, tough and focused than their female counterparts who are supposed to be more modest, tender and concerned with the quality of life. Kilianski (2000) states that societal values and expectations do perpetuate gender role stereotypes. Other scholars point out that leadership is gendered (Yoder, 2001; Flechter, 2001). In a South African study conducted by Erasmus (1998) found that in spite of being talented, educated and committed to their careers, women still face a stereotyping. This suggests a glass effect ceiling that women currently face (O'Neil, Hopkins & Bilimoria, 2008).

**2H<sub>0</sub>** *Leadership is not gender sensitive.*

**2H<sub>1</sub>** *In corporate entities, leadership is strongly influenced by gender.*

### **Family, Friendship and Organizational Commitment**

Organizational Citizenship Behavior (OCB) one of the descriptions on Discretionary Effort (DE) is known as "good soldier syndrome" (Organ, 1988). DE pioneered by Katz (1964) recognized the need for spontaneous and innovative citizenship actions that "go the extra mile" for efficient operations in organizations Altruism, Sportsmanship and Conscientiousness, behavior demonstrating commitment and persistence. Altruism cannot be enshrined in organizational policies. It is an independent manifest of goodwill and a concomitant of satisfaction. We believe that a correct interplay of the EVSP is a prelude to altruistic behavior. Where value elements such as inner harmony, family and recognition are present, work commitment follows. Stup (2006: 56) defines Organization commitment (OC) as the relative strength of an employee's attachment or involvement with the organization where she or he is employed.

When a higher level of job satisfaction and OC is achieved, *family* life is improved and there is a reduction of stress. A lack of focus on job satisfaction and organizational commitment may also affect the workers emotions which may be detrimental to work performance. Research shows that employees generally want to work for organizations that seek to assist them in balancing their work and family responsibilities and in so doing eliminate the stress which ordinarily emerges from trying to address both these areas of responsibility (Lee, Lee & Lum, 2008).

**3H<sub>0</sub>** *Affiliations at workplace do not significantly relate to family backgrounds of employees*

**3H<sub>1</sub>** *Employees with strong family ties are likely to have strong affiliations at workplace*

### **Internal, External Locus of Control and Values**

Locus of control (LOC) refers to a dimension with opposing differentiates of internal versus external. The internal LOC individual interprets reinforcements they receive from their surroundings as contingent upon their own actions while the external LOC individual perceives their actions to be perpetuated by luck, fate or unpredictable factors (Rotter, 1966).

According to Rotter (1966), the distinction assumes human attitudes to be extreme bipolar and a definitive differentiation is hard to ascertain since externally inclined persons may exhibit some internal traits and vice versa.

Findings in a study by Kelley (2006) relating to LOC and attitudes to working in virtual teams indicate that the premise of social learning theory is that a personality dimension such as LOC is relative but not absolutely stable, in which case it is possible to moderate LOC orientation through a planned development program. But such programs can be effectively supported by alignment, re-orientation and reinforcing certain individual values. Such could enable individuals recognizing their own strengths and weaknesses, to aim to give them pedagogy and tools to overcome their anxiety of difficult or unknown situations.

### **Leadership**

There has been a preponderance of studies done in the area of leadership but despite the plethora of research in the area, there is still considerable controversy. Some do not recognize leadership and state that the social constructs of leadership is a myth that functions to reinforce existing social beliefs and structures about the necessity of hierarchy and leaders in organizations (Luthans, 1995). Northhouse (2004) defines it as a process whereby one individual influences a group of individuals to achieve a common goal. Druker (1985) defines leadership as “the lifting of peoples’ vision to a higher standard, the building of their personality beyond its normal limitations”. There are different types of leaderships, that is, transactional, transformational and spiritual. The different leadership styles have been of great interest to a number of researchers. **Spiritual leadership**-comprises of values, attitudes and behaviors that are necessary to intrinsically motivate ones’ self and others. It entails creating a vision where leaders and followers experience a sense of calling, in that life has meaning and makes a *difference*. It exists to establish a social organization culture based on the values of altruistic love where leaders and followers have a sense of membership, feel understood and appreciated and have genuine care, concern and appreciation for both self and others (Fry, Vitucci & Cedillo, 2005).

**Transformational leader and loyalty**-The effective link achievement of organization goals will only result if the followers self development needs are met. Leadership Member Exchange (LMX) is crucial to gain organization commitment and engagement as leaders convey role expectations to their followers and provide tangible rewards towards these expectations. High levels of leader engagement can create “electricity” on the followers. According to Goodwin, Wofford & Whittington (2001) loyalty will result. However, loyalty should not be the incubation of obedience where an individuals’ opinions are stifled, as this may not equip the employees to think “outside the box” during turbulent periods of change. In a study conducted in China, it was found that it is important for social bonding to exist between leader and member and more so with a transformational leader (Wang, Law, Hackett, Wang & Chen, 2005).

**4H<sub>0</sub>** *Effective leadership does not necessarily require power.*

**4H<sub>1</sub>** *Effective power is a baseline for effective leadership at workplace. Without clearly visible power leadership is a myth.*

### **Vision**

Vision and organization commitment represents a psychological link between employee and his or her organization (Allen & Meyer, 1996). The new leadership theories emphasize the emotional attachment to the leader and the organization (George, 2000). Transformational or visionary leaders use the creation of a vision to inspire followers to perform exceptionally well (Awamleh & Gardner, 1999). Studies have shown that a leaders visionary versus non-visionary message affected the perceptions of the leaders effectiveness (Awamleh & Gardner, 1999; Locke, 1996).

### **Prominent Values of Visionary Leaders**

Visionary leaders have values that differ in the relative importance associated with self versus others-beneficial values and with social values achievement-oriented focus (Dvir, Kass & Shamir, 2004). The vision of the leader is ideological and must be stated in clear values for the organization. According to Dvir, Kass & Shamir (2004), there must also be a buy-in into the vision for it to result in affective commitment (AC) by the followers. Transformation will not work without this buy-in. Followers, must believe that they are part of the vision and have power to suggest changes or dissenting opinions for the betterment of the organization.

Organizations should learn to deal with new ideas and must also adopt and adapt as a learning organization. The view that it is important for a leader to lead change is not in concert with Collins & Porras (1994) who doubted the importance of the leaders’ role in the vision.

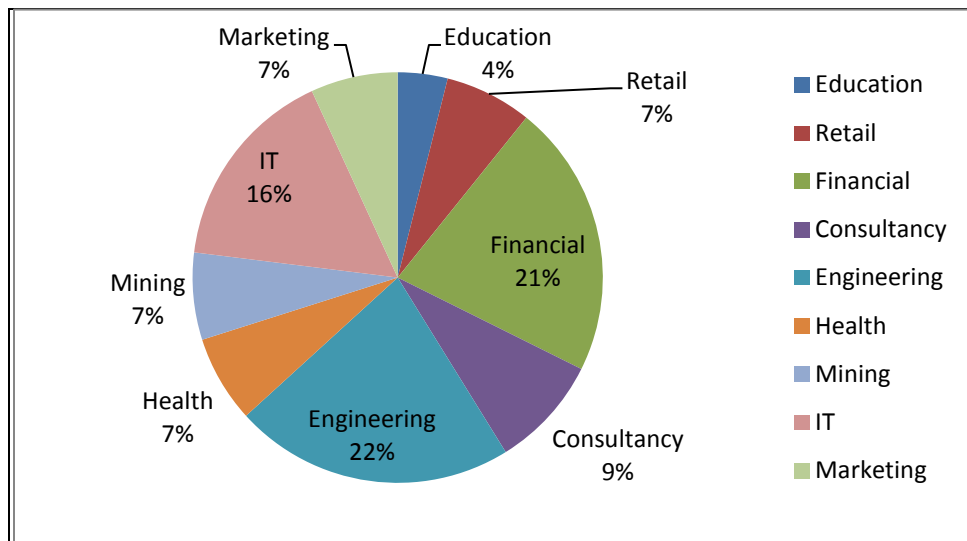
**Method**

A questionnaire instrument based on a likert scale of 1-5 was used to capture the data among the 259 respondents who were attending a master’s degree programme at a business school. The instrument consisted of the descriptive section as well as the main items hypothesized to define the individual value system as observed variables. The data or answers to the main items depicted the extent to which respondents practiced or lived the suggested value constructs. The Likert scale anchors used in the survey were *strongly agree, agree, neutral, disagree, and strongly disagree*; they were coded as 1 through 5, respectively. Cronbach’s alpha was used to validate the questionnaire instrument and an acceptable score of .88 was obtained. Further analyses included; descriptive analysis, correlation analysis, factor analysis and test statistics. Descriptive statistics was conducted primarily to provide an immediate sense and feel of the composition of the respondents and the consistency in which they graded their opinions. Correlation analysis was then used to identify pertinent patterns of relations among the value variables. However, since correlation does not imply causality, further analyses were required. Factor analysis was thus conducted, primarily to construct a more hypothetical and tentative concept underlying the value system. This is a case when independent variables are not observed directly. The inferred independent variables are called *factors*. A typical factor analysis suggests answers to four major questions: 1. How many different factors are needed to explain the pattern of relationships among these variables? 2. What is the nature of those factors? 3. How well do the hypothesized factors explain the observed data? 4. How much purely random or unique variance does each observed variable include? The Test statistics were finally conducted in order to establish more causal evidence in the relationships between the value systems of employees.

**Data Analysis Results and Discussion**

The sample data consisted of 259 managers/leaders across different sectors listed as: Education (4%), Retail (7%), Financial (21%), Consultancy (9%), Engineering (22%), Health (7%), Information Technology (16%) and Marketing (7%) as illustrated in the table below.

**Figure 1: Respondents and Industry**



Aged ranged between 22 and 50 years with the majority around 20 and 39 years. The total number of females was 65 and that of male 193. From the sample, 9 respondents were divorced, 96 were married, and 21 in relationships while 126 were married. Among the divorced respondents, five were females while 4 were males. From the married couples, 15 were females and 80 were males while those that were single comprised 36 female and 96 males. Respondents that were in partnerships, consisted of 6 females and 15 males.

### Correlation Analysis

Pearson correlation was used to determine the relationships among the variables. Correlations with a score of around 20 were considered as weak while those around 30 were taken as moderately high and those around 40 and above were viewed as significant. Only, weak, moderate and significant correlations are captured in table 1. The means and deviations were also recorded in columns two and three as shown in table 1 below.

**Table 1: Inter-Item Correlations**

Correlations										
	Mean	SD	1 <sup>a</sup>	2 <sup>a</sup>	3 <sup>a</sup>	4 <sup>a</sup>	5 <sup>a</sup>	6 <sup>a</sup>	7 <sup>a</sup>	8 <sup>a</sup>
Security	2.62	.979	1							
Power	2.78	1.025	.342**	1						
Recognition	2.89	.864	.402**	.466**	1					
Wealth	2.49	1.047	.361**	.347**	.382**	1				
Leadership	2.80	.974	.240**	.388**	.303**	.154*	1			
Challenge	3.15	.943	.195**	.340**	.336**	.259**	.300**	1		
Ambition	3.20	.920	.182*	.274**	.420**	.251**	.194**	.452**	1	
Achievement	3.29	.908	.243**	.401**	.397**	.277**	.224**	.504**	.558**	1

\*\* . Correlation is significant at the 0.01 level (2-tailed).  
\* . Correlation is significant at the 0.05 level (2-tailed).

Results revealed that means were around 3.0 with the lowest value of 2.62 and highest of 3.29. This implied that there was consistency in the way respondents graded their opinions on the likert scale of the given items. Two variables, Power and Wealth recorded the highest standard deviations of 1.025 and 1.024 respectively. This implies that respondents had divergent perceptions on power and wealth. The highest correlation was between achievement and ambition (.558). This could imply that highly ambitious individuals are best achievers. The second highest was between achievement and challenges (.504). This could mean that challenge is a precursor to achievement or greater achievement is premised on challenging tasks. Recognition and power correlated at .466, which could mean that recognized individuals are also seen as powerful or easily can ascend to power. Recognition and security correlated at .402 while ambition and recognition scored a correlation of .420. Achievement and power correlated at .401 which could imply that great achievers are perceived to have attained certain powers of influence.

### Factor Analysis

More than other statistical techniques factor analysis aims at discovering simple patterns in the pattern of relationships among the variables. In particular, it seeks to discover if the observed variables can be explained largely or entirely in terms of a much smaller number of variables called *factors*.

Table 2 illustrates that the nineteen observed variables can be grouped into eight factors with eigen values ranging from 1.171 to 7.069. These factors accounted for 64% of the variances in the data. Component one accounted for 24% of the variance while component two represented 9 percent of the total variance in the data. Component three accounted for seven percent while component four represented 6%. Component five and six captured 5% each of the variance and lastly component six and seven covered for 4% each. The eight groups with commonality values are illustrated in table 2 below:

Table 2: Factor Analysis

Rotated Component Matrix <sup>a</sup>								
	1	2	3	4	5	6	7	8
Achievement	.485							.400
Ambition	.456				-.458			
Challenge	.433			.456				.400
Leadership	.477							
Power	.730							
Recognition	.688							
Security	.713							
Wealth	.600							
Leaving a Legacy		.661						
Location		.531			.549			
Time		.671						
Vision		.649						
Inner harmony			.472					
Loyalty			.717					
Obedience			.691					
Relevance			.601					
Constructive Dissent						.676		
Different						.729		
Honesty						.468		
Creativity				.652				
Learning				.592				
Risk				.798				
Enjoyment					.632			
Family					.400			
Friendship					.724			
Equality							.625	
Loving							.722	
Service							.477	
Independence								.842

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 19 iterations.

**Factor one** consisted of the elements: {Power, achievement, challenge, leadership, recognition, security and wealth}. Power was the leading variable with the highest commonality which implies that other elements are strongly influenced or determined by the *leadership* power, one is perceived to possess. It can be deduced that power, wealth, security and recognition are perceived to strongly determine one's achievements, leadership roles and how challenges are set.

Regressing the rest (as independent variable) of the variables against power (as a dependable variable) revealed that it is first security, second achievement and third recognition that cause one to be a powerful leader. We therefore reject  $4H_0$  and accept the alternative  $4H_1$  that successful leadership is based on power that arises from one's achievement, security concerns and recognition. We reaffirm that, the vision of the leader is ideological and must be stated in clear values for the organization. According to Dvir, Kass & Shamir (2004), there must also be a buy-in into the vision for it to result in affective commitment (AC) by the followers.

**Factor two** comprised: {Time, leaving a legacy, location, and vision}. Time was the most influential element in this category.

This seems to suggest that leaving a legacy, ones location of work and vision are transient as all these depend on time. Leaders must therefore transfer knowledge effectively and timely in order to maintain continuity.

**Factor three** had: {Loyalty, inner harmony, obedience and relevance}, with Loyalty as the leading commonality. It was interesting to see that loyalty could influence ones peace, obedience and relevance. This seems to suggest that being loyal or obedient is proportional to how one feels relevant and peaceful. **Factor four** consisted of {risk, challenge, creativity and learning}. Risk was the leading element in this category which implies that challenge, creativity and learning is invoked by the level of perceived risk. In particular, creativity and learning can be used to avoid risk of losing influence and even one's job.

**Factor five** had {Friendship, enjoyment, location, family and ambition}. Friendship was the highest scoring element which could imply that workplace or place of abode, family relations and set ambitions (shared values) are directly or indirectly influenced by strengths and types of friendships. This implies that affiliations or friendliness can be rooted latently in family ties, location and enjoyment. This can mean that in certain work teams leaders with strong family ties can be unifying factors and would strengthen such groups. We reject the null hypothesis and accept the alternative  $3H_1$  that affiliations are affected by family ties. Regressing friendship (as dependable) with the rest of the variables (as independent) further revealed that enjoyment was the most cause of friendship. This could mean that friendly individuals would be more useful in social related jobs.

**Factor six** comprised {Different, honesty and constructive descent}. Different was the leading element. It could mean that honesty and individuals with constructive descent are perceived to be peculiar. However, possessing these values are often seen, on the one hand, as being destabilizing and on the other hand as change agents who speak honestly about their views and present alternative views of the world.

**Factor seven** consisted of {Loving, equality and service}. In this category, loving had the highest commonality. This could imply that individuals that are perceived to be loving and caring are likely to be proponents of equality and further readily render service to others. This seems to support theory Y type of management that workers are proactive. It purports that trust is seen to be inherent in employees and that employees have zeal to work without managerial conditions or commands. But this must come with afforded opportunity to be independent. According to McGregor (1960) this is viewed with altruistic perceptions.

**Factor eight** had {Independency, challenge and achievement} with independency as the leading element. Independent thinkers are likely to take on challenges and henceforth become great achievers. Independency is a strong characteristic of managers with high ambitions and fits well with theory Y. This factor is congruent to factor seven and it seems to strongly support a democratic setup. The ultimate framework, however, spans across a larger set of behavior variables and expectations.

In summary, the EVSP can be explained by eight factors, namely: Power, time, loyalty, risk, friendship, different, loving and independence. These are the different factors that explain the pattern of relationships among leadership or managerial values (variables). Power was the most defining variable of the value system concept followed by time, loyalty, risk, friendship, different, loving and independence respectively.

### ***Grouped Means***

Grouped statistics are usually used to determine the extent to which means differ according to specific categories such as gender or ones leadership orientation which can be charismatic or transactional. Table 3 below illustrates these mean difference measures using the categorical variable gender. The tests were conducted using Levene's Test for Equality of variance with a confidence interval of 95% and 2 tail.



**Table 3: Analysis of Gender Differences**

	F	Sig.	T	Df	Sig. (2- tailed)	Mean Difference	Std. Error Difference	Difference	
								Lower	Upper
Ambition	.034	.854	<b>-2.496</b>	225	.013	-.352	.141	-.630	-.074
			<b>-2.373</b>	84.281	.020	-.352	.148	-.647	-.057
Creativity	.567	.452	-.454	216	.650	-.074	.163	-.395	.247
			-.431	87.822	.667	-.074	.171	-.414	.267
Challenge	.819	.366	-.457	238	.648	-.064	.139	-.338	.211
			-.468	107.998	.641	-.064	.136	-.333	.206
Family	4.604	.033	<b>2.040</b>	241	.042	.351	.172	.012	.689
			<b>1.896</b>	93.854	.061	.351	.185	-.017	.718
Friendship	.023	.880	<b>2.536</b>	244	.012	.401	.158	.090	.713
			<b>2.650</b>	116.863	.009	.401	.151	.101	.701
Honesty	.000	.999	-.684	248	.495	-.096	.140	-.371	.180
			-.688	113.215	.493	-.096	.139	-.371	.180
Inner harmony	.373	.542	.169	223	.866	.028	.168	-.302	.358
			.171	113.503	.864	.028	.165	-.299	.355
Leadership	.261	.610	<b>-1.571</b>	226	.118	-.230	.146	-.518	.058
			<b>-1.570</b>	103.847	.120	-.230	.146	-.520	.061
Loving	.011	.915	<b>2.072</b>	216	.039	.341	.165	.017	.665
			<b>1.988</b>	89.219	.050	.341	.172	.000	.682
Leaving a Legacy	.006	.936	.022	176	.982	.004	.183	-.357	.365
			.022	74.142	.982	.004	.182	-.358	.366
Obedience	2.154	.144	-.999	145	.320	-.186	.186	-.553	.182
			-.944	67.569	.349	-.186	.197	-.578	.207
Service	1.332	.250	-.586	211	.559	-.093	.159	-.406	.220
			-.560	93.990	.577	-.093	.166	-.423	.237
Vision	1.199	.275	.319	226	.750	.050	.157	-.259	.359
			.301	94.119	.764	.050	.166	-.280	.380

The most significant difference was family with *t values* (Means  $F$  3.31,  $M$  2.96) of 2.040 and 1.896. This implies that females are likely to have strong family ties than males. In factor analysis, family was tied to friendship, enjoyment, location and ambition. This seems to suggest that females are more friendly as long as they are well located and enjoyed what they were doing. In such circumstances females would actually be more ambitious and hence recognized and would seek greater challenges than males as indicated by significant correlations among these variables.

Ambition however, scored *t values* (Means  $F$  2.93,  $M$  3.28) of -2.496 and -2.373. This revealed that generally, males were more ambitious compared to females. However, this could depend on the industry. Fields that are traditionally taken by males, such as engineering are likely to be less motivating for females while nursing and even education may record favorable results for females. Interestingly there was no difference when it comes to creativity, challenges, leaving a legacy or vision nor even leadership. This could mean that, it is only a matter of choice or interest otherwise females are just as ambitious as males. It could also mean that there could be second level motivators that could invoke females to aspire as high as males would want to. We therefore accept the null  $2H_0$  that in general affiliations and creativity cannot be associated with gender.

When it comes to friendship the results revealed that females were more friendly compared to males with means of  $F$  3.31,  $M$  2.96 and *t values* of 2.536 and 2.650 respectively. This could mean that while males are often pre-occupied with ambitious careers, females are more interested in social and family ties. This is important for social bonding between leader and member, especially for transformational leadership (Wang, Law, Hackett, Way & Chang, 2005). It could thus be anticipated that females would offer services more readily than males. This was however not the case.

Females were more loving than males with *t* values of 2.072 and 1.988 with means of 3.13 and 2.78 respectively. But this did not imply they were more honest than males and again they did not render more services than males counterparts. Loving and independency were observed in factors seven and eight to be, however intertwined. This seems to suggest that females' inherent strength of love can be highly motivated when they are independent and would set ambitious goals. It is a clear indication that females can perform more effectively in decoupled arrangement or autonomous work setups.

Under leadership quality, results did not show any differences between males and females. This means that leadership is not gender sensitive. This is contrary to Yoder & Flecher (2001) who noted that leadership is gendered. Females can be just as successful leaders as males. We therefore accept the null hypothesis  $2H_0$ , that, in general leadership success is not linked to gender. This further, explains the fact that power which is revealed in this paper to be the offspring of success emerges irrespective of one's gender. This is a strong indication that leadership without clear power is deceptive because power is based on achievement and ambitions. This affirms Northouse (2004) that leadership is a process whereby an individual influences a group of individuals to achieve a common goal. It thus disputes Collins & Porras (1994) who doubted the importance of the leaders' role in the vision.

### **Conclusion**

The essence of this paper was to investigate the interplay of value elements at workplace. The main thrust was to gunner these value elements and to use them as a basis for identifying and positioning managers/leaders at workplace. We believe that traits for example, such as strong affiliation can naturally deal with certain group dynamics and thus would be suitable for team leaders in certain co-location as well as virtual locations. We suggest that social-based and decoupled work relations and networks or teams would be more effectively managed by females than males. The strong social-value aspect in females could encourage participation in knowledge sharing in virtual networks.

In immensely competitive work environments with fast-paced leadership tasks, the value system machinery can help to naturally position leaders at workplace and redefine how power plays its role in determining success. This paper reveals that, power is emergent from one's desire for security, achievements and as well as ambition. Therefore, to measure how powerful a manager is, and can be, it suffices to consider his or her security fears, past achievements and present ambitions. This is irrespective of one's gender, and power itself must be evident or clearly demonstrated otherwise it becomes a form of deception. It was also interesting to note that despite females being friendlier, loving and having strong family ties, they are not more honest than males and neither did they render services more than males. We however, anticipate that this may not be the case at a micro level scenario.

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