

Influence of Gender Representation in Leadership on Organizational Performance in the Ministry of Gender, Family, and Children, Democratic Republic of Congo



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Abstract

Aim: The purpose of this study was to analyze the influence of gender representation on organizational performance in the ministry of gender, family and children in the Democratic Republic of Congo.

Methods: The target population was the staff administrative officers of the ministry of gender, family, and children. A sample size of 140 respondents was achieved comprising of the ministry of gender, family, and children's staff. A simple random method was used to give an equal chance to every member of the organization to be selected. Organizational theory, transformational theory and stratification theory were applied for this research, data was amassed using semi-structured questionnaires and scrutinized applying descriptive and partial correlation analysis.

Results: The finding of the study show that both males and females are well represented, work together to raise awareness about gender issues and both contribute to the service delivery in the ministry of gender, family, and children. It was also found that democratic leadership style was practiced in the ministry of gender family, family, and children. Additionally, laissez-faire, transactional, transformational leadership style were also practiced. The study also found that specific educational qualifications and expertise related to gender studies, social work, law, sociology, public administration, or other relevant fields are required for allocation of position in the ministry of gender, family, and children.

Conclusion: The study conclude that participation of males and females, leadership style and distribution of position positive significant impacted the performance of ministry of gender, family and children.

Recommendations: The government of the Democratic Republic of Congo, especially the police maker should develop and implement gender-responsive policies and programs that specifically target increasing the representation of women in leadership positions within the ministry. They should also consider implementing temporary quota systems that reserve a certain percentage of leadership positions for women.

Keywords: *Gender, leadership, organizational performance, ministry of gender, family and children.*

INTRODUCTION

According to the United Nations Development Program- Pitt global report on gender equality in Public Administration (2021), female's participation in governmental institution globally averages is at 46 percent. The undermost contribution of female is at 6 percent and the highest at 77 percent in public administration in the world. Additionally, 32 percent of sovereign state are at gender parity and closer to it. Females are represented excessively in 39 percent of countries. Furthermore, 31 percent of top leaders and 38 percent of managers are female, showing that there is unequal gender representation in decision making around the world.

Globally, the Democratic Republic of Congo and Pakistan are among the bottom countries with lowest percentages of female representation in public institution with 6 and 7 percent respectively. Lithuania and Russian federation are countries with the most female in public administration with 73% for Russian federation and 77 % for Lithuania. Moreover, male, and female representation in public administration differs across the world; Europe and North America, Eastern and Southeastern, Asian and Oceania are three regions near gender parity. On the other hand, Sub-Saharan Africa, Maghreb, Southwest and Middle Asia, and India Subcontinent have below average rates of female representation in public sector (Raquel, Muge, Melanie, & Joanna, 2021). Therefore, there are countries where females are highly represented and underrepresented in some countries. This applies to males meaning that they are highly represented in certain domains and underrepresented in others.

Research done in South Korea; support the hypothesis that gender representation is positively related to bureaucratic performance (Park, 2012). An anticorrelation occurs between women representation in the corporate board and outcome of an organization (Renee & Daniel, 2009). Furthermore, business research suggest that gender diversity is associated with positive performance. Business in India continues to face a talent shortage hindering their productivity, promoting gender diversity can help the organization expand its talent pool and retain diverse employees towards better performance outcomes. Banks with more gender-diverse boards had a better performance during crises (Renee & Vanitha, 2015). The finding of research done in Kenya showed that gender balance is a legal requirement for higher performance and should be strictly observed. On the other hand, it is shown that gender mainstreaming causes a positive change in organizational performance. Furthermore, the performance of an organization greatly relies on its leadership (Stephen, 2019). The amelioration of labour conditions, the reviewing of the earnings rate and the need of institution building training for the workers are the factors that need to be changed to improve employee's performance (Gildas & Olawumi, 2020).

Devotion, generous, determination, dedication, highlight on synergy are characterize women's leadership style (Alexandros, 2007). A research done on Croatian enterprises revealed that female way of leading is distinguished by participation, collaboration, dividing of power and information, cooperation, motivating, and increasing others confidence (Nina, 2001). However, agentic characteristics are more highly attributed to men. They are primarily an assertive, controlling, confident tendency and the behavior of male leaders is more task-oriented and autocratic (Alice & Mary, 2001). Transformational leadership traits are more exhibited by female and transactional's, laissez faire's qualities are more in males (Silva & Mendis, 2017).

Moreover, participative leadership is more frequently used by women with good influence on performance and dictatorial leadership used by men with a negative impact on performance (Deogratias et al., 2021).

Democratic Republic of Congo's constitution of 2006 establishes equality for every citizen and have various policies to bolster the right of women among citizens faire participation in the provincial and local institution. Furthermore, law on parity was drafted in 2011 and largely discussed to understand the interpretation of parity in any case the 50 percent was required by the constitution for gender representation. Finally in 2015, law on parity for just gender representation in public institutions was promulgated and opted.

Therefore, since a quota on gender parity was established, female's representation in parliament has increased with 10 percent in national assembly and 21 percent in senate. Nevertheless, females' performance persists to be focused in unofficial sector and the sector of agricultural. Female employment in earnings and pay have increased at 10.5 percent of female in 2019. In addition, legitimate advance gives novel chances for female to incorporate official and private sector (Julia & Marie, 2022).

Statement of the problem

With unequaled representation in the public sector, organizational performance is a myth and difficult for the governance to perform well. Organizational performance has become a subject of interest for all organizations. The leadership of the organizations is interested in finding out the factors affecting organizational performance negatively and eradicating them (Ala'aldin, Bader, Ali, & Noor, 2016). For the realization of sustainable development goals, equal participation of both men and women in leadership is very important. With gender representation in leadership, different gender brings different leadership styles which may translate to different outcome.

LITERATURE REVIEW

Organizational Theory

The organizational theory was put forward by James G. March (William, 2013). (Hodge, Anthony, & Gales, 2002) defined an organization as a composed of people collaborating collectively within distinguishable borders to carry out a shared goal. Furthermore, organizations are not static but changing their composition frequently. In the same way, organizational theory progresses and try to elucidate the framework, operating, and organizational achievement. Additionally, the behavior of persons and groups in the organization (Constance & Justin, 2020). The organizational theory was defined by similarly Zhu (1999) as an organization of skill that concentrates on the research and descriptions of institutional framework, task, and activity along with individual and organizational behaviors (Constance & Justin, 2020).

Furthermore, organizational theory can be defined as the study of how organizations operate and are influenced by the environment in which they operate. In addition, it exists a connection between organizational theory and corporate structure, and culture (Jones, 2013). Therefore, organizational theory attempts to construct a key for comprehension of an organization, give a base for working with success, and initiate attempt to switch, and adjust institution to contemporary circumstances.

Organization theory focus on understanding and clarifying how organizations work to increase the capability to plan more operative and competent organizational goals (Jannatul,2016). The understanding of an organization as made up of individuals who have responsibilities, specific roles, and goals is one of the basic principles of organizational theory. Various internal and external factors can influence these individuals to work together to achieve the organization's

objectives. This theory is applicable for the study to stimulate certain changes in the ministry of gender, family, and children that may increase performance.

Transformational Theory

It started with James V. Downton in 1973 and was expanded by James Burns in 1978. The main objective of leadership theories is to make provision of information on terms on the qualities of leaders. Leadership theories put accentuation on the process, approaches, and leadership models that need to be applied to achieve organizational goals and objectives.

The transformational theory is complex and dynamic in which leaders influence the values, beliefs, and goals of their followers. Furthermore, this theory encourages leaders to demonstrate authentic, strong leadership with the idea that employees will be inspired to follow suit and increase performance in the organization, this is the applicability of this theory in the study as it also focuses on organizational performance in the ministry of gender, family, and children. Transformational leaders displace the organization to the future, additionally, acknowledge the needs of the environment, and make easy changes. Furthermore, transformational leadership is reached only when leaders and followers have motivated each other for higher and morality, they motivate their employees to do more and are mentors, advisors (Moradi & Hossein, 2016). The theory distinguishes itself from other theories, the interaction between transformational leaders and followers impacts the achievement of a goal (Zakeer, Allah, & Irfan, 2016).

Gender Stratification Theory

The notion of gender stratification was not among the favored themes of analysis in social science until the 1970s. Before 1970 interest in gender stratification was little above zero. Until the differences between male and female were considered in 1970s as natural and mainly based on biological origin (Ermira, 2016). Rae Lesser Blumberg and Randall Collins the pioneer of this theory offered tools for systemic and comparative study of women across societies and periods of history (Laurie & Mirriam, 2002).

Gender stratification also appealed gender inequality, is known as a social phenomenon in which these are inequalities related to power, wealth, and privileges between female and male. The inequalities can be influenced by biology, culture and so on. Additionally, unequal distribution is illustrated by unequal figures concerning politics participation, employment, education... More richness is in male's hands, most big institution is run by males and science and technology are mastered by males (Connell, 2002).

Gender stratification theory aims at gender difference giving men greater privilege and power over women and more focused on the difference of life circumstances between men and women. More emphasis on sex-related inequality in education, employment, institutions, and family the theory is applicable in this study by explaining why women are underrepresented in the highest-status occupations and professions.

Conceptual Framework

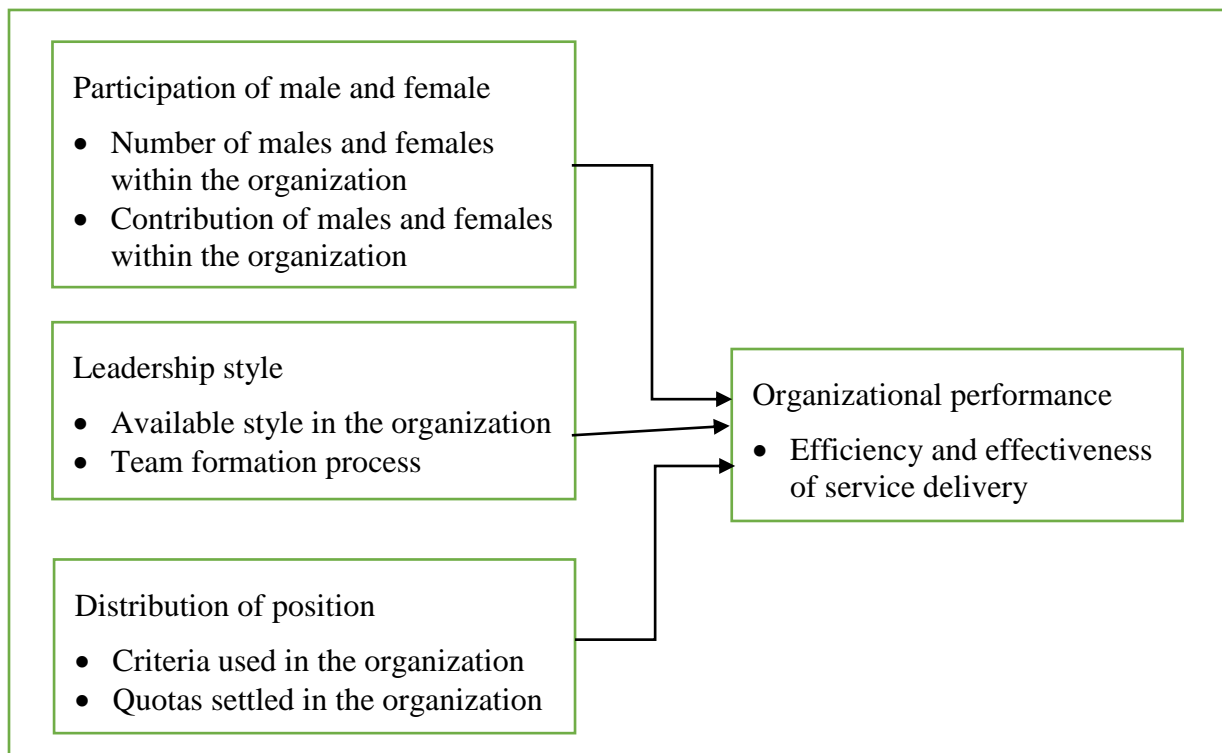


Figure 1: Conceptual framework

Source: Researcher (2022)

METHODOLOGY

This study was guided by descriptive design, aimed at analyzing of the influence of gender representation in leadership and focusing on various variables namely gender participation, leadership style, the distribution of positions, as well the organizational performance. The independent variable is gender representation in leadership that is affecting organizational performance. The target population was the staff administrative officer of the Ministry of Gender, Family, and Children. A simple random method was used in the research to give an equal chance to every member of the gender, family, and children ministry staff to be selected. The principal tool that the studies utilized was questionnaires and used descriptive analysis of data and partial correlative analysis. The researcher personally distributed 140 questionnaires to the sampled respondents. However, 132 respondents filled and returned the questionnaires representing 94.3% return rate.

FINDINGS AND DISCUSSION

Gender of the Respondents

The respondents were requested to indicate in the questionnaire their respective gender. The figure 2 presents the distribution of respondents by gender.

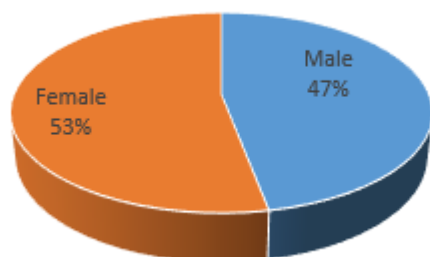


Figure 2: The distribution of respondents by gender

Source: Field Data (2023)

Figure 2 indicate that 70 (53%) of the respondents were female while 62 (47%) were male. However, both genders were well represented to carry out the study. The inclusion of gender data was important because it helped to reflect the way respondents contributed ideas to the study. The participation of both males and females in a gender ministry helps create a more inclusive, equitable, and just society by addressing gender issues from a well-rounded and comprehensive perspective.

Age of the Respondents

The age of the respondents are presented in Table 1

Table 1: Age of the respondents

Age	f	%
18 – 30 years	14	10.6%
31 – 40 years	30	22.7%
41 – 50 years	52	39.4%
51 – 60 years	26	19.7%
Above 60 years	10	7.6%
Total	132	100%

Source: Field Data (2023)

The result in Table 1 revealed that large number of the participants were aged between 41 and 50 years as presented by 39.4%, followed by those falling between 31 and 40 years presented by 22.7% and those between 51 and 60 years were 19.7%. Additionally, 10.6% of the respondents were aged between 18 and 30 years while only 7.6% were aged above 60 years. This age was ideal in carrying out the study. The age group was well represented.

1.2.3 Academic Qualification

The study sought to determine the academic qualification of the participants. The results are presented in figure 3.

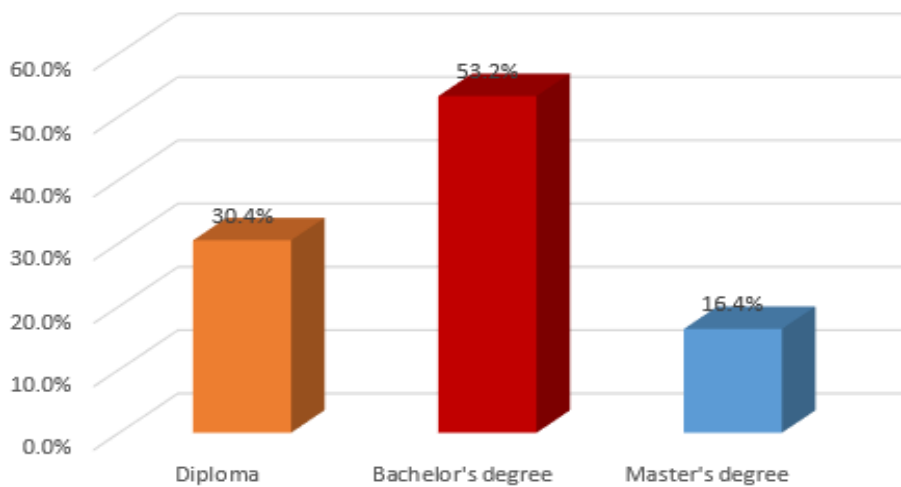


Figure 3: Academic qualification of the participants

Source: Field Data (2023)

The results displayed in figure 3 indicate that 30.4% of the participants had attained diploma, 53.2% had bachelor’s degree while 16.4% had master’s degree. This shows that a higher number of the respondents held bachelor’s degree as their educational level. This indicates that all the participants had the essential knowledge to respond to the questionnaires independently.

Work Experience

The respondents were requested to indicate their number of years they have worked in the ministry of gender, family, and children. The findings were as shown in table 2.

Table 2: Work experience

Response	Frequency	Percentage
Less than 2 years	13	9.8%
2 – 8 years	45	34.1%
9 – 14 years	50	37.9%
Above 14 years	24	18.2%
Total	132	100

Source: Field Data (2023)

The findings in table 2 revealed that 37% of the participants have worked for the ministry of gender, family, and children between 9 and 14 years, 34.1% have worked between 2 and 8 years, 18.2% have worked for more than 14 years while only 9.8 % have worked for less than 2 years. This implies that majority of the participants have worked in the ministry of gender, family, and children for more than 2 years. It is a clear demonstration that the participants had a good working experience. Quiñones, Ford and Teachout (2001) argued that work experience had the highest correlations with measures of job performance.

1.3.1 Participation of Males and Females

The study sought to determine the function of the respondents in the ministry. The results were presented in table 3.

Table 3: Distribution of respondents by functions

Functions	Frequency	Percentage
Secretary general	1	0.8
Director	9	6.8
Head of division	30	22.7
Head of the office	33	25.0
Remain of agents	59	44.7
Total	132	100

Source: Field Data (2023)

The findings in table 3 revealed that 44.7% of the respondents were working as agents, 25% were head of the office, 22.7% were head of division, 6.8% were director and 0.8% were secretary general. The participation of both males and females in the gender ministry contributes to the empowerment of all genders, enabling them to actively engage in decision-making processes and contribute to shaping policies and programs that affect their lives.

The respondents were presented with several yes/no questions in relation to participation of male and female in the ministry of gender, family, and children, and responses presented in figure 4.

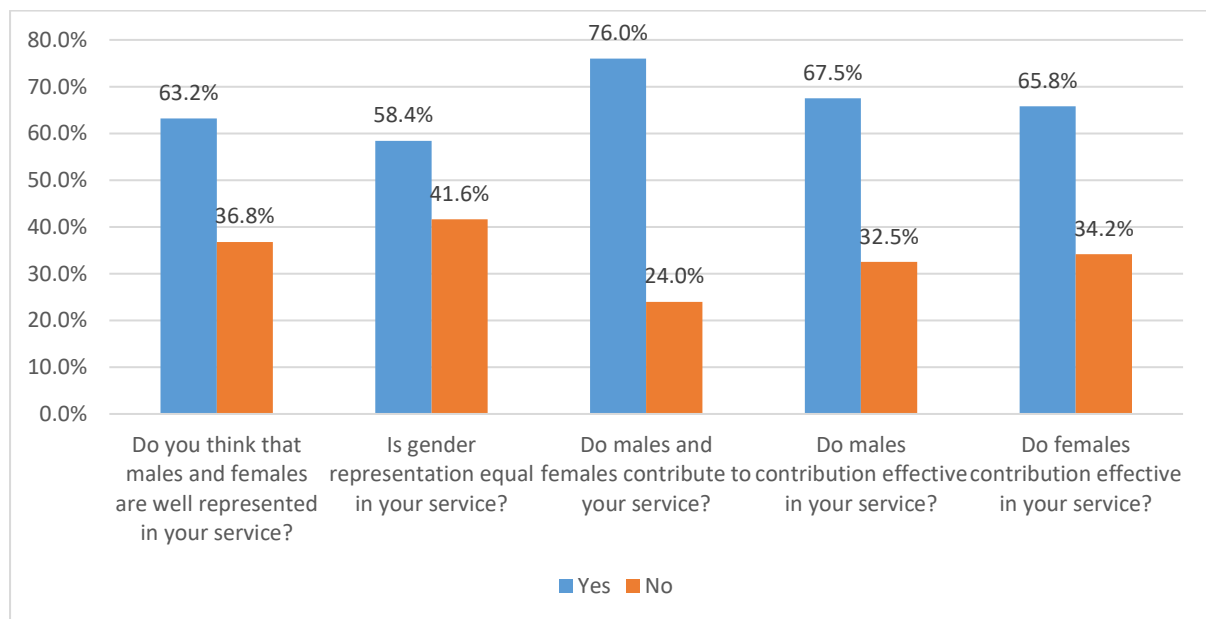


Figure 4: Responses on different questions relating to the ministry of gender, family, and children.

Source: Field Data (2023)

The findings in figure 4 show that 63.2% of the respondents noted that both males and females were well represented in the ministry of gender, family, and children where they delivery services to the community. Males and females work together to raise awareness about gender issues, promote gender sensitivity, and challenge traditional gender norms and stereotypes through educational campaigns, workshops, and community engagement.

In regard to gender equal representation, 58.4% of the respondents noted that male and female were equally represented in service delivery. Both genders participate in integrating a gender perspective into all policies, programs, and activities across different sectors of government. This ensures that gender considerations are taken into account in all aspects of governance and development.

The results in figure 4 show that 76% of the respondents noted that both male and female contribute the service delivery in the ministry of gender, family and children. The findings also show that 67.5% of the respondents noted that male contribute effectively to the service delivered while 65.8% noted female contribute effectively to the service delivered. Both genders can contribute significantly and equally to the success of such a ministry. Assessing the effectiveness and impact of services should be based on individual performance, skills, dedication, and commitment, rather than generalizing based on gender.

Leadership Style

The study aimed to determine the type of leadership style utilized in the ministry of gender, family and children, and their impact in service delivery. The findings were presented in figure 5.

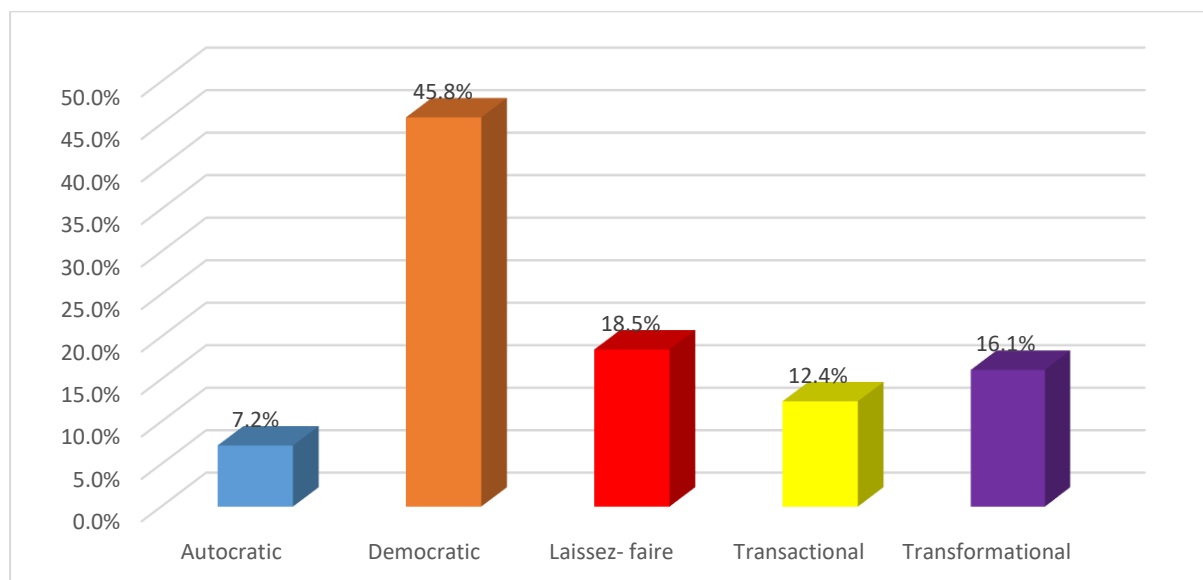


Figure 5: Leadership styles utilized in the ministry of gender, family and children.

Source: Field Data (2023)

The findings presented in figure 5 show that majority of the respondents noted that democratic leadership style was practice in the ministry of gender, family and children as indicated by 45.8%. However, 7.2% of the respondents noted that in some department they experience autocratic leadership style. Additionally, laissez-faire, transactional, and transformational leadership style were also practiced as presented by 18.5%, 12.4% and 16.1% respectively. The choice of leadership style can influence various aspects of the ministry's operations, effectiveness, and outcomes. Democratic leadership could foster a culture of inclusion and shared decision-making within the ministry. Input from employees at all levels might lead to more informed policies and programs that address the diverse needs of families and children. According to Çoban (2022), democratic leadership style enhanced employee morale and job satisfaction due to involvement in decision-making. Better solutions through diverse perspectives. Greater buy-in for initiatives as employees feel their voices are heard.

Also, the study aimed to determine which leadership style used by both male and female in their leadership. The findings were presented in figure 6.

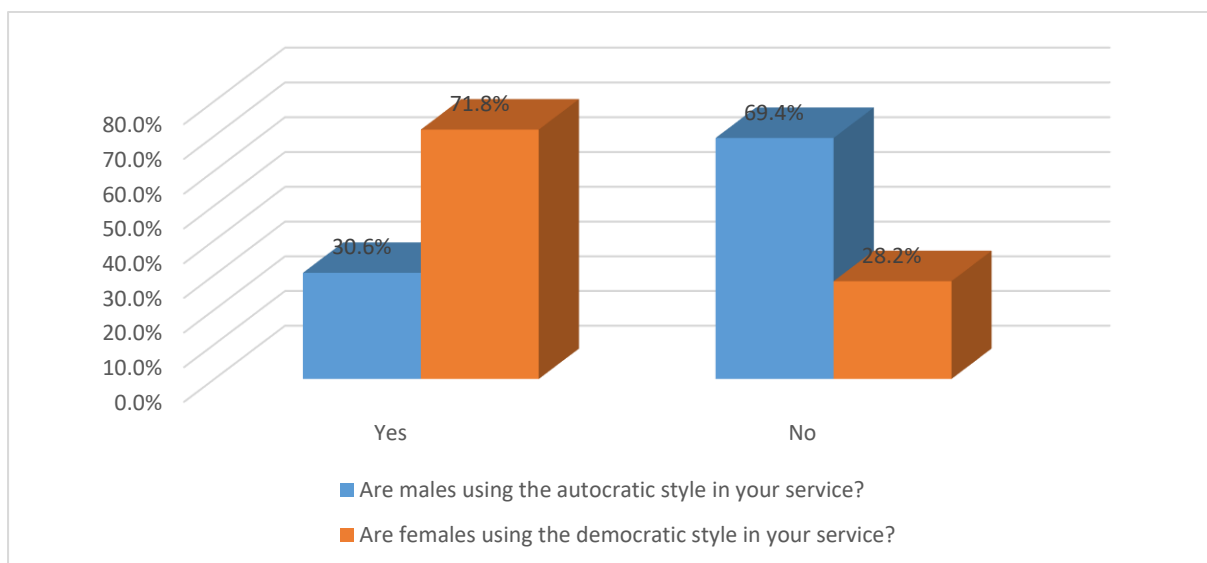


Figure 6: Leadership style used by both male and female in their leadership.

Source: Field Data (2023)

In the figure 6, the findings show that 71.8% of the respondents noted that male leaders were not using autocratic style of leadership while 69.4% noted that female leaders were utilizing democratic style of leadership. Both males and females can excel in various leadership styles, including autocratic leadership. Leadership effectiveness is determined by a combination of individual qualities, skills, experience, and the specific context in which leadership is exercised. Both males and females can exhibit strong democratic leadership skills if they possess the necessary qualities and experience.

The study aimed to explore which leadership style mostly utilized by male and female leaders in their service delivery. The findings were presented in figure 7.

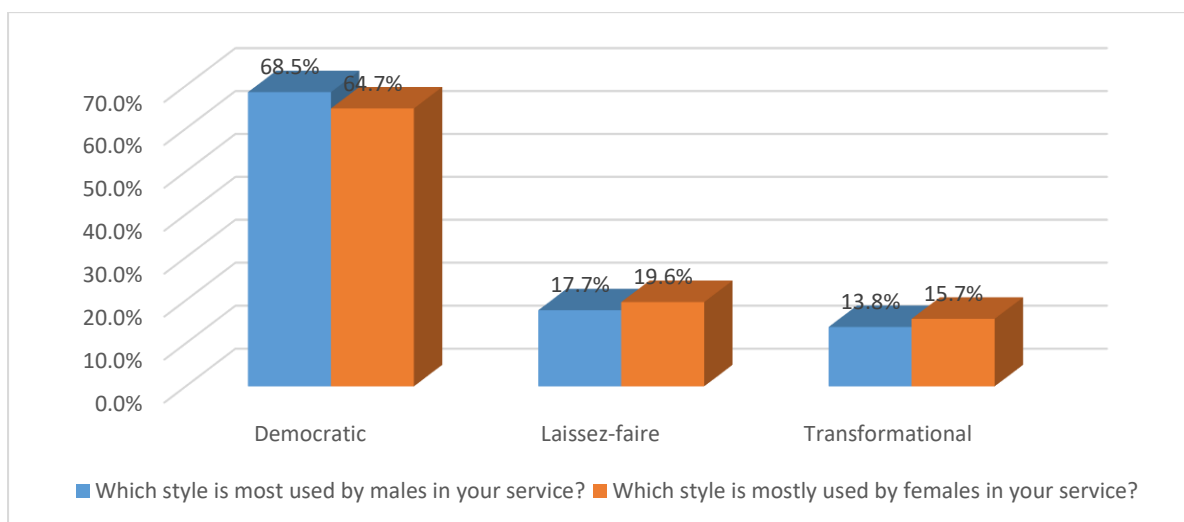


Figure 7: leadership style mostly utilized by male and female leaders in their service delivery.

Source: Field Data (2023)

The study findings in figure 7 show that democratic leadership style was mostly utilized by both males and females as presented by 68.5% and 64.7% respectively. However, laissez-faire and transformational leadership style were also practiced. The democratic leadership style is a participative and inclusive approach that encourages input and involvement from team members in decision-making processes. This style of leadership is not inherently gender-specific and can be utilized effectively by individuals of any gender, including both males and females. The effectiveness of leadership styles is determined by a combination of factors such as the leader's skills, the organizational context, the team's dynamics, and the specific situation at hand, rather than being solely dependent on the gender of the leader.

Further, the study aimed to determine which phase of team formation is mostly practiced by the female and male leaders in the ministry of gender, family and children. The findings were presented in figure 8.

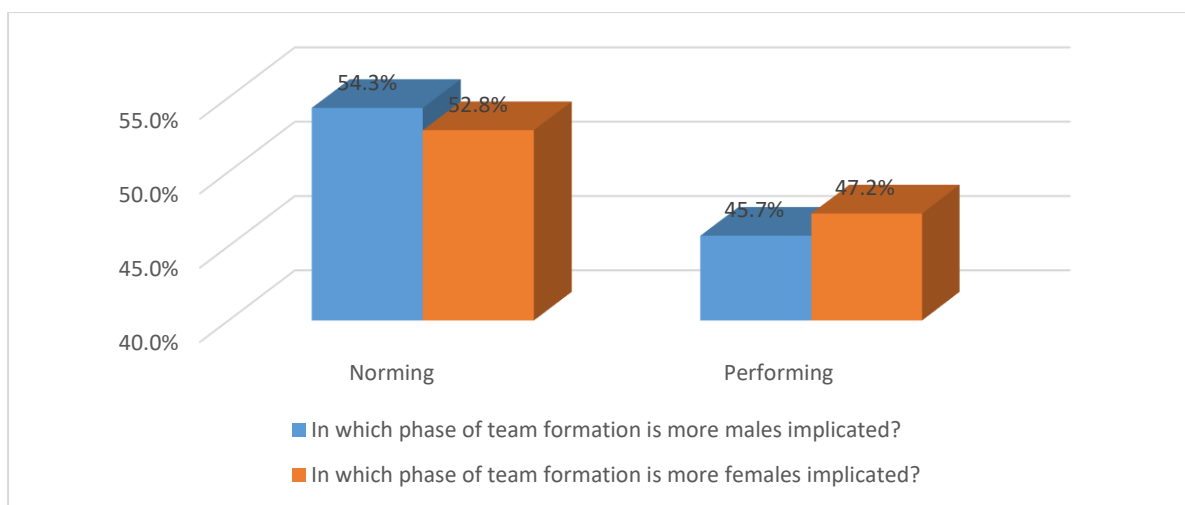


Figure 8: Phase of team formation is mostly practiced by the female and male leaders in the Ministry of gender, family and children.

Source: Field Data (2023)

The findings in figure 8 show that norming phase was mostly utilized in team formation by both male and female as indicated by 54.3% and 52.8% respectively. The performing phase of team formation was mostly utilized by female as indicated by 47.2% compared to male with 45.7%. In this phase, diversity, and different perspectives, including those based on gender, can contribute positively to the team's overall effectiveness. Both male and female leaders can exhibit effective leadership behaviours during the norming phase and throughout the team's development. Leadership qualities and effectiveness are not inherently tied to gender but rather to a leader's skills, abilities, and approach to managing and guiding their team. The leadership styles and approaches can vary widely among individuals, regardless of their gender. Whether a leader, male or female, utilizes the performing phase of team development would depend on their leadership style, personality, and the specific needs of the team and project. The findings agreed with the findings of a study by Gebru (2020) who established that both male and female leaders can play a crucial role in guiding a team through the norming and performing phase.

Distribution of Positions

The third objective of the study was to examine the effect of distribution of positions on performance of ministry of gender, family and children. First, the study aimed to explore the

criteria established for the distribution of positions within the ministry of gender, family, and children.

These criteria can vary widely based on the country's laws, regulations, policies, and cultural context. Ministries often have their own guidelines for hiring and distributing positions, which may include factors like qualifications, experience, gender representation, diversity, and other relevant considerations. Positions within the Ministry of gender, family, and children required specific educational qualifications and expertise related to gender studies, social work, law, sociology, public administration, or other relevant fields. Previous experience in gender-related work, policy development, advocacy, social services, or government administration could be important factors in the distribution of positions. Given the focus of the ministry, candidates with a deep understanding of gender issues, women's rights, family dynamics, and children's welfare might be preferred. Demonstrated commitment to promoting gender equality, women's empowerment, and the well-being of families and children could be a key criterion. Leadership abilities, strategic thinking, and effective management skills may be important for higher-ranking positions within the ministry. Strong communication, negotiation, and advocacy skills could be crucial for roles involving engagement with stakeholders, including civil society organizations, international partners, and the public.

Sensitivity to cultural norms and practices, especially those related to gender roles and family structures, may be necessary for effective policy implementation. Positions within the ministry may involve drafting and implementing policies and regulations related to gender, family, and children. Therefore, a strong understanding of relevant laws and policies could be important. The ability to collaborate with other government agencies, NGOs, and international organizations to address gender and family-related issues is often valued.

The study aimed to establish the quotas in the distribution of position. From the findings, it was established that quotas for the distribution of positions, especially in government ministries, can vary widely from country to country and may change over time based on policy decisions, legal reforms, and societal changes. The ministry of gender, family and children implement gender quotas as a means of promoting gender equality and increasing women's representation in government and leadership positions. These quotas can include measures such as reserving a certain percentage of positions for women or establishing targets for women's participation.

The study aimed to explore whether quotas establish gender equality in the ministry of gender, family, and children. The qualitative data show that quotas can be used as a tool to promote gender equality and ensure the participation of both males and females in organizations such as the Ministry of Gender, Family, and Children. Quotas are typically a form of affirmative action or policy measure that sets a specific numerical target for the representation of a certain group (in this case, gender) within an institution or organization.

When quotas are established in such a ministry, their purpose is to address historical imbalances and systemic gender disparities in leadership and decision-making roles. By mandating a certain proportion of positions to be filled by each gender, quotas aim to create a more balanced representation and provide equal opportunities for both men and women. However, the effectiveness and impact of quotas can vary depending on factors such as the specific context, implementation, and broader cultural attitudes towards gender roles. Some argue that quotas can be a necessary step towards achieving gender equality, while others raise concerns about potential tokenism or the need for broader systemic changes to address gender disparities. Ultimately, the success of quotas in promoting gender equality and balanced participation

depends on various factors, including support from leadership, public awareness, and the broader commitment to dismantling gender-based barriers within the organization or society.

Organizational Performance

The study aimed to determine the organizational performance based on the ministry of gender, family, and children. The researcher used a scale of greatly improved, improved decrease, constant and decreasing. The findings were presented in Table 4

Table 4: Organizational performance

Statements	Greatly improved	Constant Improvement	Improved decreased	Decreasing	Mean
Participation of males	45.4%	30.6%	15.4%	8.6%	3.48
Participation of females	44.6%	23.8%	17.2%	14.4 %	3.53
Contribution of males	41.6%	29.6%	15.7%	7.7%	3.62
Contribution of females	48.1%	27.6%	11.6%	12.7%	3.47
Service delivery	40.4%	23.7%	19.2%	16.7%	3.56
Efficiency and effectiveness	43.5%	28.4%	17.5%	10.6%	3.63

The findings presented in table 4 revealed that 45.4% of the respondents noted that participation of males has greatly improved as supported by a mean of 3.48. Further, 44.6% of the respondents indicated that participation of females has greatly improved as indicated by a mean of 3.53. Also, contribution of males and females has greatly improved as indicated by a mean of 3.62 and 3.47 respectively. A gender-diverse ministry is likely to garner greater support from the public and various interest groups. When people see that the leadership of the ministry reflects the diversity of the population it serves, they are more likely to trust its initiatives and engage positively with its efforts.

Furthermore, the study findings revealed that service delivery has greatly improved as indicated by a mean of 3.56. Moreover, 43.5% of the respondents noted that there is increase in efficient and effectiveness of service delivery as indicated by a mean of 3.63. A ministry dedicated to gender-related issues is often tasked with advocating for gender equality and social justice. Having balanced representation within the ministry increases its credibility in promoting these values. A diverse workforce demonstrates a commitment to the principles of gender equality, which can resonate with the public and other stakeholders, ultimately boosting the ministry's reputation and influence.

Inferential Statistics

The relationship between gender representation in leadership and organizational performance in the ministry of gender, family and children was investigated through multiple regression. In this case, participation of males and females, leadership style and distribution of position were regressed on organizational performance of ministry of gender, family, and children. The findings of Model Summary, ANOVA and Regression Coefficients are as presented in subsequent sections.

Model Summary

The results of coefficient of correlation and coefficient of determinations was identified by the researcher. The results are indicated in table 5.

Table 5: Model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.687	0.472	0.453	0.102

a. Predictors: (Constant), Participation of males and females, leadership style and distribution of position

b. Dependent Variable: Organizational performance

Source: Field Data (2023)

The findings in Table 5 shows that coefficient of correlation was 0.687, an indication that the study variables significantly impacted the performance of ministry of gender, family and children. Coefficient of adjusted determination was 0.453 which translates to 45.3%. This shows that variations in dependents variable was explained by the independent variables (participation of males and females, leadership style and distribution of position). The residual of 54.7% could be explained by other factors beyond the scope of the current study.

ANOVA

An ANOVA was conducted at 5% level of significant level. A comparison between calculated F and critical F was conducted. The results are indicated in table 6.

Table 6:

Model	SS	df	MS	F	Significance
Regression	5.54	4	.323	2.23	0.002 ^a
Residual	87.18	66	1.225		
Total	92.72	70			

a. Predictors: (Constant), Participation of males and females, leadership style and distribution of position

b. Dependent Variable: Organizational performance

Source: Field Data (2023)

Table 6 shows that calculated F was 2.23 while the critical F was 1.54. Since $2.23 > 1.54$, it is an indication that the study was greatly influenced by the overall regression model. The P-value was $0.001 < 0.05$ indicating that performance of ministry of gender, family and children was significantly influenced by the study variables. The findings agree with those of Wood (2019) who found that Gender issues often require a nuanced understanding of societal dynamics. Having both males and females involved in decision-making and program implementation helps ensure that policies are practical, culturally sensitive, and grounded in the realities of people's lives. This lead to smoother implementation and better outcomes for the intended beneficiaries.

CONCLUSION

Gender representation in leadership has an influence on organizational performance, this is the case in the Democratic Republic of Congo public sector precisely in the ministry of Gender, Family, and Children. By that, the optimization of the service provided to the citizens is not

effective within the ministry of Gender, Family, and Children. The ministry deals with issues related to gender, family, and children. It's important to have a balanced representation of both males and females within the organization, as the issues they address are often deeply rooted in gender dynamics and societal norms. A diverse workforce can bring a variety of perspectives, experiences, and ideas to the table, leading to more comprehensive and effective policies, programs, and services. Inclusion of both genders ensures that decisions and actions taken by the ministry are well-rounded and consider the needs and concerns of all stakeholders.

The leadership style adopted by the ministry's leadership team can greatly impact its performance. Democratic and transformational leadership style that encourages open communication, shared decision-making, and empowerment of employees can lead to higher morale, better engagement, and more innovative solutions. A well-balanced leadership approach that values input from all levels of the organization can contribute to better policy formulation and implementation. The distribution of positions, particularly in leadership roles, affect the ministry's effectiveness.

RECOMMENDATIONS

The ministry of gender, family, and children:

A fair and merit-based distribution of positions based on qualifications, skills, and experience, rather than solely on gender, ensures that the most capable individuals are in key decision-making roles. This enhances the ministry's ability to address complex challenges and make informed decisions. Gender diversity in leadership positions can also serve as role models and inspire others, promoting greater gender equality within the organization and in its policies and programs.

Develop and implement gender-responsive policies and programs that specifically target increasing the representation of women in leadership positions within the ministry. These initiatives should include mentorship programs, leadership training, and capacity-building opportunities to empower women to take on leadership roles.

Consider implementing temporary quota systems that reserve a certain percentage of leadership positions for women. Quotas can serve as a catalyst for change by ensuring that women have a fair and equal chance to participate in decision-making processes and occupy leadership positions.

Establish leadership development programs that identify and nurture potential female leaders within the ministry. These programs should provide training in leadership skills, strategic planning, negotiation, and communication to help women excel in leadership roles.

Revise recruitment processes to be more gender sensitive. Ensure that job descriptions and qualifications are unbiased and that recruitment panels are diverse and inclusive. This can help eliminate any unconscious biases that may hinder the selection of qualified women for leadership positions.

Create a supportive work environment that promotes work-life balance for both men and women. Implement flexible working arrangements, parental leave policies, and childcare facilities to encourage the participation of women in leadership roles without compromising their family responsibilities.

Encourage networking and collaboration opportunities for women within the ministry. Facilitate interactions with established female leaders and experts in the field to help aspiring leaders build connections, gain insights, and receive guidance.

Suggestions for Further Study

The study was limited to influence of gender representation in leadership on organizational performance in the ministry of gender, family, and children in the Democratic Republic of Congo. However, a similar study should be conducted in other ministries such as sport, defense etc. for the aim of making comparisons of the findings with those of the current study. Moreover, further research should be conducted to determine the effect of other factors that have not been conceptualized in this study particularly considering the empirical implication of the coefficient of determination described from the findings of model summary.

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Conflict of Interest

The author declares no conflict of interest.

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