



# ST. MARY'S UNIVERSITY

## BUSINESS FACULTY DEPARTMENT OF MANAGEMENT

### AN ASSESSMENT OF FEMALE LEADERSHIP BEHAVIOR: THE CASE OF FOUR SELECTED PRIVATE BANKS

BY  
YORDANOS KASSAHUN

Addis Ababa

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THE CASE OF FOUR SELECTED PRIVATE BANKS**

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YORDANOS KASSAHUN

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DEPARTMENT OF MANAGEMENT

APPROVED BY THE COMMITTEE OF EXAMINERS

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DEPARTMENT HEAD

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SIGNATURE

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ADVISOR

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SIGNATURE

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INTERNAL EXAMINER

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SIGNATURE

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EXTERNAL EXAMINER

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SIGNATURE

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# **CHAPTER ONE**

## **INTRODUCTION**

### **1.1. Background of the Study**

Generally speaking, human beings are categorized as male and female with equal rights. To this end, female have both the right and an obligation to actively participate in leadership. According to Davis (2011:117) “leadership is the process of encouraging and helping others to work enthusiastically towards objectives”. Additionally, “female have faced and is still facing a multitude of challenges and obstacles to their wellbeing and development including poverty, discrimination, marginalization, violence, abuse, deprivation, exclusion among others”. (Kargbo, 2011:37).

In Ethiopia, even though it is not supported by formal research, most people talk about gender roles in their day to day activities and consider gender role stereotyping as the main reason why the number of women leaders are few in the managerial positions. As cited in the National Policy of Ethiopian Women (2000:14) the study done by Ministry of Labor and Social Affairs (2003) pointed out that the number of male employed in both public and private sectors was about 82.1 percent of the total work force; whereas women constitute only 17.9 percent. Moreover, the number of women holding high managerial position is 21.1 percent whereas male holding high managerial position is 78.9 percent which shows male dominancy.

Hence, clearly identifying the factors, which helps in understanding the perceived differences, type of differences between male and female managers, and the impact of the differences on performance (effectiveness) were help in developing appropriate policy and leadership development program at country level in general and at organization level in particular.

Despite the many efforts being taken to guarantee the equality of women, the results still show that it is not adequate. First and foremost, something must change like the society's attitude towards women, and if this can't be able to reduce all the problems that women in Africa are facing, it was not change the discriminatory behavior towards them.

Stereotyping of female, as less competitive and less capable is not unusual. As studies indicated, this is true for most countries, regardless of their economic development. Women are viewed as being less qualified than men for a managerial position. And surprisingly, most of the studies found out that, the males hold a less favorable attitude towards female managers than the females (Dubno, 1998; Owen and Todor, 1999).

Private Banks are one of the institutions in which majority of managerial positions taken by male. Years ago, the number of banks owned privately is limited. However, currently this number increases drastically as Share Companies. Historically Abyssinia bank is the first private bank in Ethiopia established in February 15, 1996. Followed by, Nib Bank in 1999, Abay Bank in 2010, and Enat bank in 2013.

This study deals with the involvement of women in managerial level at the above selected four private banks to better understand what factors affect women's involvement and empowerment in high ranking positions which we call it leadership.

## **1.2 Statement of the Problem**

Leadership is one of the world's preoccupations. It has occupied the mind and imagination of human beings for a long time. Effective leadership is more behaviorally derived than gender based (Getskow, 2000:76).

Women leadership behaviors are categorized as vision, care and respond, influence and values as per the view of Gillet-Karam (2000:102). No matter how the leadership behaviors of women are defined, women do possess the capabilities and skills to be excellent leadership.

Even though some improvements have been shown, the number of women in the managerial positions is minimum compared to their number in the total population. It is observed that the number of women managers in a selected private banks of Ethiopia which is Enat bank, Abay bank, Nib bank and Abyssinia bank are 22 percent that is the total managers are 32 and the male manager are 25 and women manager are 7. This shows us women in leadership confront barriers or obstacles. Society's attitudes towards women and limited access to education are some out of many reasons that hinders from being in high ranking positions.

Therefore, this research deals with how to minimize or solve these factors or problems which from empowerment of women in leadership position, specifically in selected four private banks.

### **1.3 Research Questions**

The study was addressing the following questions:

- i) What kind of leadership behavior do female leaders exhibit so as to deal with different situations?
- ii) What are the main socio-cultural factors affecting the progression of women to top leadership?
- iii) How does organizational culture inhibit the progression of women to leadership?
- iv) To what extent are female leaders self-managed at the selected banks?
- v) What are the level /degree/ of females' initiation and attitudes to have leadership positions?

### **1.4 Objectives of the Study**

#### **1.4.1 General objective**

To investigate the factors that influence the progress of female leadership behavior at private banks in Ethiopia.

#### **1.4.2 Specific objectives**

In order to achieve the above general objective of the study, the following specific objectives were addressed while working on the topic.

- To identify what kind of leadership behavior do females' leaders exhibit so as to deal with different situations.
- To examine the main socio-cultural factors affecting the progress of women to top leadership.
- To examine how private banks devise relevant policies to foster woman leadership.
- To investigate the appropriateness of organizational cultures for the progression of women to leadership.
- To examine the extent of female leaders self-managed at the selected banks.

- To assess self-attitude and initiations of females in a selected organization.

### **1.5 Scope of the Study**

Private banking sector in Ethiopia is growing and play a dominant role in our economy. It is difficult to cover the whole offices of private banks. The location of the branch offices is also at different areas of the country. Therefore, this study was conducted to employees of the four main branches of the banks which include: Abyssinia Bank, Enat Bank, Nib Bank, and Abay Bank.

This research study is delimited to only the above main branches of private banks in Addis Ababa due to time and budget constraints.

Those private banks are selected as a case study due to the availability of feedback and male manager's dominancy exists. Moreover, the access of the banks to researcher leads to visit the area frequently which reduces time limitation.

### **1.6 Limitation of the Study**

The study confined to managers of the four organizations under the study; Abyssinia Bank, Enat Bank, Nib Bank, and Abay Bank.

The following problems were encountered in the course of the study.

- Respondents were drawn from corporate organizations. The organizations have policies barring dissemination of information to outsiders thus some vital information was withheld.
- Some targeted respondents were unwilling to co-operate, they were unwilling to read the questionnaire due to lack of interest.
- Some interviewees misplaced the questionnaires, hence necessitating extra expenses and time in producing more.

## **1.7 Significance of the Study**

This research was contributed to all levels of female managers working in different Organizations in Addis Ababa, helping them realize the approach of workers towards them could still be both favorable and unfavorable.

The study was also contributed to the current progress that is going on in the country, i.e., equal opportunities of education, jobs, and managerial leadership positions to female. It enhances female leader's involvement in private banks which accelerates the movement in a way that spends an effort in changing the attitude of the society, towards women. The study was also focus on one of the most key internal function of the organization, by analyzing the female leadership behavior quality display at corporate and middle level mangers. The study proposes the basic solutions based on the recognize practices and challenge to enhance organizational objectives and employee satisfactions.

## **1.8 Definition of Terms**

**Leader:** a person who rules or guides or inspires others.

**Leadership:** is the ability to persuade others to willingly behave differently (Armstrong, 1998).

**Leadership behavior:** The behavior associated with the exercise of authority (Howell and Costley 2006).

**Management:** is the guidance, leadership and control of the efforts of a group of people toward some common objective (Sherlekar 2001).

**Stereotype:** is a structured set of belief about the personal attributes of a group of people (Ashmore and Del Boca 1999).

**Self-management:** sets out the strategies a person uses to influence and improve his or her own behavior (Yukl, 2002:14).

## **1.9 The Research Design and Methodology**

### **1.9.1 Research design**

In this study, since the research does not have a control over the variables, the researcher uses a descriptive research design method to make an assessment of the leadership practices and facing challenges in the organization through implementation of effective data analysis and interpretation frames.

### **1.9.2 Population, Sample size and Sampling Technique**

As per the researcher delimitation, the target population incorporates seven female top managers from the selected banks and they lead fifty seven employees, which count a total of sixty four. The sampling technique for this research is purposive technique because the research focuses on particular characteristics of a population that are of interest, which will best enable to answer the research questions.

However, to analyze the data was collected from the four banks, from annual reports and from other brochures and analysis was made on the collected information.

### **1.9.3 Types of Data Collected**

The data sources were collected both primary and secondary source of data. The primary source of data was the director's team leaders, supervisors and employees of the bank. It was also used secondary sources of data like reviewing of relevant books in organizational leadership and related areas, relevant internal documents, prior studies and online resources were used in order to make strong review of related literature integration with findings.

#### **1.9.4 Method of Data Collection**

The study was used the following data collection methods i.e survey and interviews for the participants of selected managers of the bank. The survey was conducted by using the questionnaires for the employee and has both open and closed ended items. Moreover, interview was made by structured interview techniques. To this end, semi-structured interview guide where used.

#### **1.9.5 Methods of Data Analysis**

The sources were collected from the close ended questions was analyzed using tabulation methods. The responses from open ended questions and interviews are analyzed and summarized and finally a generalization is made based on the results of the study based on the ethics. To perform the above research, both quantitative and qualitative data analysis methods were used.

#### **1.10 Organization of the Study**

This study organized into four chapters. The first chapter deals with introduction which includes background of the study, statement of the problem, objective of the study, research design and methodology, population and sampling technique, type of data, methods of data collection, data analysis methods, and organization of the study. The second chapter deals with review of related literature. Moreover, the third chapter deals with the presentation, analysis and interpretation of data. Last but not the least chapter includes the summary, conclusions and recommendation part.



## **CHAPTER TWO**

### **REVIEW OF RELATED LITERATURE**

#### **2.1 Overview of Leadership**

Leadership has different meanings for different people. For the purpose of this research, “Leadership is the process of influencing others to understand and agree about what needs to be done and how it can be done effectively, and the process of facilitating individual and collective efforts to accomplish the shared objective” (Yukl, 2002:7). From this definition it is clear that leadership is focused around influence and performance in relation to a collective task and leadership can be seen as the driver of organizational wellness.

#### **2.2 Leadership Behavior**

During the 1950s and 1960s, researchers sought an ideal pattern of leadership behavior that would produce satisfaction and high performance among followers regardless of the leadership situation or type of followers. For some time it appeared that the ideal pattern had been found in leaders who were very considerate of their followers’ personal feelings and concerns, and were very active in structuring, guiding, and monitoring followers’ work activities.

Several studies showed increasing group cohesion, improved performance, and increased effectiveness ratings when leaders demonstrated this pattern of behavior with followers. By the end mid 1970s, however, it became clear that the notion of an ideal pattern of leadership behavior was as much a myth as the idea that a single set of personal traits would characterize all effective leaders. Comparative studies using multiple samples from different organizations showed that the most effective leadership behavior pattern varied, depending on the situation and the type of followers involved.

Nearly all current leadership experts agree that effective leadership behavior depends on situational and follower characteristics. This means that a

leadership behavior pattern that is effective in one situation is not necessarily effective in another situation. For a leader to be continuously effective over time and in different situations, the leader's behaviors must vary with the situation.

In order to vary leadership behavior correctly, the leader must be able to diagnose the situation and follower characteristics, determine the pattern of leadership behaviors that will result in high performance, and then provide the appropriate leadership behaviors. Several writers have proposed theoretical models to explain which leadership behaviors are needed in which situation. The Path-Goal Theory, the situational leadership theory, and the multiple lineage models are three well-known models of this type. These models are generally known as contingency or situational leadership theories, meaning that the most effective leadership behavior depends on the situation.

A factor common to contingency models of leadership is that behaviors that make leaders effective can be learned. Thus, they depart from the original impetus for research on leadership traits, which assumed leaders were naturally gifted individuals who possessed certain 'magical' traits that gave them influence over followers. ('Leaders are born, not made.') Contingency models of leadership behavior maintain that much effective leadership can be learned and therefore leadership training can be a key factor in effective leadership. This is not to say that anyone can learn to be a Rudolph Giuliani or a Martin Luther King Jr. people learn at different rates, some learn more than others, some put forth extra effort to enhance their learning, and some are able to apply their learning more effectively than others. But people can learn about how effective leaders behave and how they diagnose situations. With effort, many people can learn to exhibit leadership behaviors with varying degrees of expertise. Several leadership behaviors often used by highly effective leaders are described in the Leadership in Action box titled Effective Leadership Behaviors.

It should be clear that leadership behaviors differ from leadership traits or skills. Moreover, behaviors and traits or skills interact to determine a leader's

effectiveness. For example, a leader who has considerable expertise at the employees' tasks, is self-confident, enjoys influencing others, and is articulate (all traits and skills), will likely enjoy assigning followers to specific tasks and explaining appropriate work methods (leadership behaviors). The leader will have the verbal and task skills to make this guidance meaningful and easily understandable. Leaders who lack several of these characteristics may be reserved, uncertain of their task or verbal skills, and unwilling to take the initiative necessary to provide this type of guidance. Another example is the leader who is naturally sociable and agreeable, and enjoys friendly and informative interactions with followers (leadership traits). This person will probably be effective involving followers in decision making (leadership behaviors Howell and Costley, 2006:11).

### **2.3 Effective Leadership Behavior**

The following are specific examples of leadership behaviors that many leaders use to influence followers;

- Explaining methods and techniques for followers to use in completing task;
- Being friendly and informative and encouraging two-way communication;
- Consulting with followers to obtain information and opinions before making important decisions;
- Praising followers for a job well done;
- Expressing high expectations and confidence in followers' performance.

These and other behaviors by the leader help followers to work efficiently, to feel they are part of a productive team in which good work is recognized, and to have confidence in their own abilities. Leaders who effectively demonstrate these behaviors are not born with the knowledge and experience needed to carry them out. They must develop this type of leadership expertise over time, usually through interaction with followers, peers, and higher-level leaders.

However certain traits and skills may assist a knowledgeable leader in providing specific leadership behaviors effectively, such as fluency of speech, self-confidence, sociability, or a desire for influence over others (Howell and Costley, 2006:12).

## **2.4 Characteristics of Leadership**

In the word of Jago, as quoted (2003:493) a leader has inherent qualities and traits which commanding influence over others some of these traits are: energy, drive, appearance, present ability, sense of cooperativeness, enthusiasm, personality, height and weight, initiative judgment, self confidence, sociability, fact and diplomacy moral courage and integrity, will power and flexibility, emotional stability and knowledge of human relation.

The leadership behavior is directly related to individual and group work activity, loyalty of the group absences for mover and employee morale. These are some of the indicators which to some degree reflect the effectiveness of leadership.

### **2.4.1 Personal Characteristics of Leader**

Leadership is an intangible quality and its effectiveness can best be judged by the behavior and attitudes of followers. Even though, personal backgrounds and personalities differ widely, some of the factors such as education and socio-economic status are poor indicators of judgments of successful leaders.

However, some behavioral characteristics may be common to most of the successful and effective leaders. As revealed by Singh (2003:494). Some of these include the following change is rapid. But even leaders who stick to their knitting can lose it they do not adapt to new challenge.

1. **Ability to inspire others:** this ability may be due to an “internal charisma” which is an in born trait and may not be a learnable factor.
2. **Problem solving skills:** an effective leader has developed the patience and ability to look at the problem from various angles and identify the cause of the problems and tries to solve the problem from its roots rather than the symptoms of the problem.
3. **Emotional maturity:** emotional stability and maturity is major ingredient for effective leadership it pertains to good adjustment of life, calm, cool, and calculated reaction to undesirable situation and obstacles and normal acceptance of success as well as failure such as leaders are self-confident rational and are open hearted towards different in opinions and opposing viewpoints.
4. **Ability to understand human behavior:** a leader must understand the need, desires and behavior of their subordinates and show respect for such desire. He/she is emotionally supportive and is careful enough to avoid ego treaties attending behavior. He/she must give credit to subordinates when their efforts are successful.
5. **Verbal Assertiveness:** a leader must be an effective speaker and must be confident of his/her views and opinions. He/she must communicate his view honestly and in a straight forward manner without fear of consequences.

#### **2.4.2 Leadership Effectiveness**

The measurement used to determine the effectiveness of a leader is usually the extent to which the organizational division, which falls under that leader’s control, performs its task successfully and attains its goals. Another indicator that might be used is the attitude of the followers towards that specific leader. Leader effectiveness is occasionally measured in terms of the leader’s contribution, as perceived by followers (Yukl, 2002:8). Goleman’s view (2004) is that IQ and technical skills are important, but that emotional intelligence is twice as important as technical skills or cognitive abilities, and that emotional

intelligence is the leaders. According to Kets de Vries (2001:30) the three primary components of emotional intelligence are:

- Getting to know your own emotions;
- Learning to manage those emotions;
- Learning to recognize and deal with the emotions of others.

It is important that a leader combine different components as well as different Characteristics to ensure effectiveness.

### **2.4.3 Factors that Affect Leadership Effectiveness**

Leaders play a great role for the organizational productivity. And they also help to protect the right truck. Under uncertainly of business environment leaders can protect the competitive position of the organization. However they are operate under different factors. According to Allio (2003:42) the factors that affect the leadership effectiveness include the following.

**A. Arrogance:-** The most important contributor to leadership failure is pride and arrogance leaders invariably falter when they step over the line between passionate commitment to a great and excessive ambition. Autocracy, false, heroism, and excessive egotism all contribute to failure.

### **B. Lack of character, Integrity, Ethics and values**

Providing moral leadership is just as important as providing strategic leadership. Counterfeit leasers those who have assumed positions of authority without understanding what leaders do, how they must behave and how they must relate their followers in to blindly following like lemming over the cliff. In many cases ironically the following must share to become for the failure of their leader. Simply watching as the organization deteriorates, abdicating personal responsibility for decision these are the symptoms of a conspiracy between leader and follower.

#### **2.4.4 The Impact of Gender on Effectiveness of Leaders**

In reviewing the literature on gender and Leadership, an important issue that emerged was leader effectiveness. Transformational leadership, along with the use of contingent reward, is a style significantly related to effectiveness (Eagly and Carli, 2003; Appelbaum, Auedet and Miller, 2003).

Given these constraints, transformational leadership may be especially advantageous for women (Eagly et al., 2003; Yoder, 2001, agly and Carli, 2003) because it encompasses some behaviors that are consistent with the female gender role's demand for supportive, considerate behaviors. The transformational collection, along with the contingent reward aspect of transactional leadership, may resolve some of the inconsistencies between the demands of leadership roles and the female gender role and therefore allow women to excel as leaders. Fortunately, for women's progress as leaders, this positive, encouraging, inspiring style appears to have generalized advantages for contemporary organizations. This idea is supported by Appelbaum, Auedet and Miller (2003:49). "Women's styles are not at all likely to be less effective; in fact, they are more effective within the context of team based, consensually-driven organizational structures that are more prevalent in today's world".

Eagly and Carli, (2003) has tried to show how leadership effectiveness vary between men and women leaders in different situations. According to these researchers, women are relatively less effective in leadership roles defined in especially masculine terms and more effective in roles defined in less masculine terms. The following findings were consistent with these expectations: (a) women were less effective than men to the extent that leadership positions were male dominated; (b) women were less effective relative to men as the proportion of male subordinates increased; (c) women were less effective relative to men the greater the proportion of men among the raters of leader effectiveness; (d) women were substantially less effective than men in military organizations, a traditionally masculine environment, but modestly more

effective than men in educational, governmental, and social service organizations; (e) women fared particularly well in effectiveness, relative to men, in middle-level leadership positions, as opposed to line or supervisory positions.

The meta-analytic study of Eagly and Johannesen-Schmidt (2001), regarding on measures of transformational, transactional and laissez-faire leadership style, which were designed to predict effectiveness show similar results to other studies, yet another pattern appeared. According to these researchers, female leaders exceeded male leaders especially on female stereotypic transformational dimension of individualized consideration and were higher than men two additional subscales of transformational leadership as well as on the contingent reward scale transactional leadership. In contrast, men exceed women on the active and passive management-by-exception and laissez-faire subscales. Based on the above findings of their study, Eagly and Johannesen Schmidt (2001:787) they argue that, "It is likely that the greater effectiveness of female than male in this sample of managers reflected the negative relationships between passive management by- exception and the laissez-faire styles to effectiveness and the positive relationship of transformational and contingent reward to effectiveness". The finding of Ekore and Attah (2007:161-162) on Influence of Sex-Role Expectations on Perceived Work Performance among Employees in Multinational Corporations has shown that Sex role expectations have a significant influence on perceived work performance.

Specifically, employees with male expected characteristics were found to perform better than those with female expected characteristic.



## **2.5 Review Factors Affecting Woman Leadership**

### **2.5.1 Socio-Cultural Factors**

Culture is that which surrounds us and plays a certain role in determining the way we behave at any given moment in time. By no means a static concept, culture defines and is both defined by events that are taking place both locally as well as regionally and internationally, it is shaped by individual events as well as collective ones, it is a feature of the time or epoch we live in. Because it is so vast, culture is also often used as a tool to validate all manners of actions not, all of which may be acceptable to all concerned and are often intimately, connected to issues of identity. Cultural frameworks are not always imposed, but are open to manipulation and interpretation from many angles and sources (Willis 1999:89).

A significant social feature resides in the double if not triple responsibilities of women: In most countries, women are perceived to have 'primary' responsibilities as wives and mothers. But in many cases, either as a result of a preference for personal development, or out of sheer economic necessity, women also go out to work in the employment market. Juggling these different occupations and their consequent responsibilities is no easy task for anyone man or woman (Willis 1999:97).

Most African cultures define women in terms of what they should be or do for men. For instance, a married woman's major role is to enhance her husband's career goals by providing him with moral and emotional support. She is left with all the family responsibilities and chores while the husband is away either studying or working. Women can pursue their professional dreams only after fulfilling their culturally accepted roles, an expectation nearly impossible considering at what age this would be happening (Kamau 2006:102).

In any ethnic group in Africa a typical woman has low status particularly lack of power to make decisions on matters affecting her life and those of her family. This culturally determined expectation and attitude towards the girl child influences less allocation of resources towards the girl as compared to the boys. A boy will always be considered first before a girl. This gender biased cultural assumption and the subsequent differential treatment of boys and girls in a homestead not only mitigate against girls access and performance in the education but also tend to push girls to doing the so called 'feminine careers' e.g. home economics, nursing, teaching and secretarial (Bernaars 1999:57).

Odhiambo (2006) argues that in Africa women are discriminated against from birth, this is a typical example of how women are unappreciated socially, culturally and even religiously. She further argues that though there is no evidence in the bible indicating that a woman is inferior to a man the doctrines preached in most churches expect the woman to remain silent and submissive to the man in all areas of life. She attribute this to most churches being headed by men hence the perpetration of the wrong teachings. This explains why in most churches just like in any other secular organization men occupy the top positions while women occupy the lower positions.

The corporate world as it exists today is composed of values, traditions, structures, and behavioral norms linked to masculinism. Yet much of what masculinism promotes is by definition alien to the majority of women in our society. Neither nature nor social conditioning adequately prepares women for their first encounter with corporate masculinism (Marilyn 2000:77).

Armstrong (1999) argues that it is futile, dangerous and impossible to make assumptions about inherent differences between people because of their sex, race or degree of disability. He argues that they are more likely to arise from environmental and cultural factors than from differences in fundamental personal characteristics.

### **2.5.2 Organizational Culture**

Organizational culture is defined as the realities, values, symbols and rituals held in common by members of an organization and which contribute to the creation of norms and expectations of behavior (Phillips, 2001:88). It defines conduct within an organization, determines what is and is not valued, and how authority is asserted (James and Saville-Smith, 2004:265).

The values, which underpin the great majority of organizations, and thus define success, often include money, power and status. The corresponding behaviors include working long hours and putting in 'face time' (as proxies for productivity), competitiveness and a willingness to put work above all else (McKenna, 2004:34). These values and behaviors, which some authors define as being masculine, have come to dominate organizations for historical and socio-economic reasons but are increasingly being challenged by women, and many men, who want to 'work to live' rather than 'live to work'.

Burton (1999:47) suggests that the masculine values underpinning organizational culture have a systemic influence, which creates an environment in which men are more 'at home' than women.

In some instances, this influence extends to systemic discrimination (defined as a complex of directly and/or indirectly discriminatory practices that operate to produce general employment disadvantage for a particular group). The organizational and managerial values in these organizations tend to be characterized by stereotypical views of women's roles, attributes, preferences and commitments. These in turn influence decisions about who is suitable for particular positions, which is seen to have potential and so forth. When women find themselves selected or assessed on the basis of group membership rather than on their experience and abilities, they experience gender discrimination.

McKenna (1999) and Cornelius (2000) argue that it is these values and behaviors that create the kind of organizational culture which many women find so inhospitable. Women, and many men, not only find the environment inhospitable but the patterns of interaction potentially ineffective (Marshall, 1998). Women say that an inhospitable culture is one of the most significant barriers to their advancement and a major factor in diminishing their satisfaction with work in large organizations (Phillips, 1999).

### **2.5.3 Self-Management**

Self-management sets out the strategies a person uses to influence and improve his or her own behavior. Behavioral self-management strategies are useful when an individual needs to give him/herself a push to do something, which that person would otherwise be reluctant to do. Cognitive self-management strategies help a person to build self-confidence and optimism about doing a difficult task (Yukl, 2002:14).

Self-management is a term that is not often used but, in relation to the research that was conducted, it will become apparent why this concept is of the utmost importance to this research. Self-management sets out the strategies a person uses to influence and improve his or her own behavior. Behavioral self-management strategies are useful when an individual needs to give him/herself a push to do something that person would otherwise be reluctant to do. Self-management strategies help a person to build self-confidence and optimism about performing a difficult task (Yukl, 2002:14).

The first step of self-management is for one to determine where through self assessment and then to ask oneself where one wants to be. Once the point between these two points has been determined then one can set a development plan in place to ensure that one reaches the desired point. Two important components of self management are personal insight and self-awareness.

One of the ways to address self-management is through positive action training. This also relates to personal development. Some of the advantages that may be experienced, that are associated with positive action training, include the following actions.

- Become more assertive
- Increase their self-esteem
- Improve their focus
- Cope with stress more effectively
- Improve their management skills
- Understanding the issues surrounding teamwork and team building
- Increase their awareness of the organization
- Understand and learn how to manage within a context of organizational change.

Once a female has the necessary knowledge, she will easily become more confident and portray a more professional demeanor. It is at this point that she becomes a great asset to herself and her organization. Some of the challenges that a female can use to improve her job performance are through (Yukl, 2002):

- becoming more productive;
- becoming more confident;
- becoming more marketable;
- turning problems into growth opportunities;
- time management;
- getting work done more effectively;
- handling change by creating change oneself;
- increasing one's motivation;
- raising one's self-confidence;
- strengthening one's relationships;
- communicate more effectively;
- handling stress better.

Through improving on these features and focusing on the development of interpersonal skills (through feedback and sharing), an individual is positively addressing self-management, to the extent that it can make a difference in that person's career and life. At this point there must be a paradigm shift based on self-understanding and self management.

Due to the qualities that this individual has adopted, it is important now to focus on personal branding. Through good communication skills one can enhance one's effectiveness and build one's reputation. Identify the qualities and characteristics that one has and that distinguish one from one's "competitors" and build one's own brand. Once one has a good brand one will use marketing principles to take advantage of situations that occurs. It will however be very important to sustain one's performance even if one has achieved one's goal.

## **2.6 Factors that Potentially Undermine a Woman's Leadership**

### **Effectiveness**

**Women's attitude:** Masculinity is still relevant when it comes to leadership. Due to the fact that females do not always receive the support and encouragement that their male counterparts receive, it might create a problem.

**Self-confidence:** The relative deprivation theory is used to explain why females are prepared to do the same job for less money. This characteristic might be because of a lack of self-confidence.

**Women's prior work experience:** Experience is important if you want to add value as a leader. As a result it is therefore important that females form part of an organization and get the necessary exposure, to the extent that they are not seen as incompetent.

**The corporate environment:** "Organizations typically favor stereotypical masculine values and reward practices that conform to sex-based values" (Appelbaum, et al., 2002). Due to this females don't always feel welcome in a

work environment and they became almost unfeminine just to fit into the corporate environment. By changing the leadership style to ensure that a woman is not rejected as a leader, it might be that she loses some of the critical skills that made her the good leader she is and she might even be considered as being less of women.

**The old boys' network:** Due to these networks that form part of an organization, it is quite difficult for females to advance and excel in some organizations since men that form part of these “cliques” usually “sexualize, threaten, marginalize, control and divide women” (Appelbaum et al: 2002.).

Although most of the factors listed above play a big role in the perception of female leadership effectiveness there are also other factors that have an impact.

## **2.7 Female Leadership**

Due to the fact that women tend to fill the “softer” positions e.g. communication and human resources portfolios, they are generally not exposed to the experience required to be able to fill a top position in an organization (Olsson & Walker, 2003).

According to Appelbaum, Audet and Miller (2002) female leadership styles involve the following four factors:

- Encouraging participation;
- Sharing power and information;
- Enhancing self-worth of others;
- Energizing other

### **2.7.1 Different Speeches by Females in Managerial Positions**

“A development without the participation of females is unthinkable”, said the gender directorate director, W/ro Ayelech Gugsu during the celebration of Women’s day, March 8, 2011 in Arba Minch national park. According to W/ro Ayelech, females’ participation in all aspects of the development activities will only fasten the development. Specially now, with the five years development

and transformation plan of the government, the females are believed to play a significant role. The statement: “the participation and movement of women is essential for the successful completion of the five years development and transformation plan in the country” was the motto of the day during the celebration of the National Women’s day, on March 8, 2011. (Addis Zemen, March 25, 2011).

In another volume of Addis Zemen newspaper, published in April 16, 2011, it is stated that government should continue its effort on women’s development giving opportunities for women to participate in the accomplishment of the coming five years development and transformation plan. In the newspaper, it is stated that in the construction of "The Big Millennium dam of Abay River", the females are already showing their willingness and readiness to assume responsibilities. During the celebration of the 13th anniversary of the Addis Ababa females’ association, the vice president of the association, W/ro Meseret Abdi stated that “females are the primary beneficiary of the development plans, the more the development is backward, the more disadvantaged the women be”. Therefore, according to W/ro Meseret, the women will take the primary role to fasten and strengthen the development and transformation plans.



## CHAPTER THREE

### DATA PRESENTATION, ANALYSIS AND INTERPRETATION

This chapter deals with the presentation, analysis and interpretation of data gathered through questionnaire and interview. The questionnaire was distributed to 57 selected respondents through purposive method and those respondents are from different department and different organization gave their response.

The sampling plan of this study was 57 and distributed those questionnaires to the respondents and all are returned. Out of the 57 respondents, 49 are male and 8 are female. It shows that not only the managers but also the female employees in the organizations is less than that of male.

In this chapter, the data collected from different banking offices is presented, and analyzed by using different statistical tools.

**Table 1: Number of response by the organization**

	<b>Female Managers</b>	<b>Subordinate Under female managers</b>
Organization Enat Bank	2	17
NIB Bank	3	20
Abay Bank	1	9
Abyssinia Bank	1	11
<b>Total</b>	<b>7</b>	<b>57</b>

The number of managers included in this study are 7 female managers and the rest 57 are subordinates which is under supervision of female managers. The numbers of respondents by organization are presented above in table 1.

### 3.1 Characteristics of the Respondents

**Table 2: Personal Information of the respondents**

No.	Item	Respondents	
		No.	%
1.	<b>Sex</b>		
	A. Male	49	86.00
	B. Female	8	14.00
<b>Total</b>		<b>57</b>	<b>100</b>
2.	<b>Age</b>		
	A. Below 20 years	-	
	B. 20-30	20	35.09
	C. 31-40	34	59.62
	D. 41-50	3	3.26
	E. Above 50	-	-
<b>Total</b>		<b>57</b>	<b>100</b>
3.	<b>Education Level</b>		
	A. Below diploma	8	14.03
	B. Diploma	33	57.88
	C. BA/BSC degree	12	21.06
	D. Masters degree	4	7.01
	E. PHD	-	
<b>Total</b>		<b>57</b>	<b>100</b>

Data was distributed from the four banking organizations namely: Enat Bank, NIB Bank, Abay Bank and Abyssinia Bank.

In item 2 of the above table 34 (59.65%) of the respondents are between the age of 31-40 and 20 (35.09%) of respondents are between 20-30 age group. The

rest of the respondents 3(3.26%) fall between the age range of 41-50. It clearly indicates that most of the respondents are well experienced for their work. This helps to the organization to operate adequate work force.

On the basis of education qualification, the majority of the respondents which is 33(57.88%) are diploma holders. Whereas 8(14.03%) and 12(21.06%) of the respondents are below diploma and BA degree respectively. Only 4(7.02%) individuals are identified to have master's degree and no respondents had PHD.

### 3.2 Analysis of Finding of the study

**Table 3: Female managers work at department level**

Item	Alternative	No. of respondents	%
Do you closely know the female managers working at any department in your organization?	A. Yes	57	100
	B. No	-	
<b>Total</b>		<b>57</b>	<b>100</b>

As the above tables clearly demonstrate all the respondents are under female manager supervision which is 57 (100%) upon which this study is confined to.

**Table 4: Female leader's relationship with their followers**

Item	Alternative	No. of respondents	%
There is healthy relationship between the female leaders and their followers at different levels of the organization?	A. Strongly agree	-	-
	B. Agree	42	66.14
	B. Undecided	11	19.29
	C. Disagree	4	14.5
	D. Strongly disagree	-	-
<b>Total</b>		<b>57</b>	<b>100</b>

As can be seen in table 4 above 42 (66.14%) of the respondents perceive that of the relationship between leaders and followers at different level of the organizations hierarchy is healthy. But, 11 (19.29%) of the respondents are undecided and 4 (14.5%) disagree. In contrast of majority of respondent's response that there is smooth/healthy relationship between leaders and followers. Therefore, according to the 66.14% respondents the relationship is said to be attractive. This is likely to create convenience among employee and it will improve self initiation to work towards the achievement of the organization goals and objectives.

**Table 5: Female leader's competency to properly lead their work unites**

<b>Item</b>	<b>Alternative</b>	<b>No. of respondents</b>	<b>%</b>
To what extent is your immediate supervisor competent enough to properly lead the department or work unit?	A. Very high	2	3.5
	B. High	34	59.64
	C. Medium	7	12.28
	D. Low	14	24.56
	E. Very low	-	-
<b>Total</b>		<b>57</b>	<b>100</b>

As the above table shows that the majority of the respondents 34 (59.64%) and 2 (3.5%) are highly satisfied with the leadership competency of their female supervisors, but 14 (24.56%) of the respondents are not that much happy by the competency of their leaders. According to 34 respondents we can say that the organizations has competent female leaders at supervisory level.

**Table 6: Supervisors in the organization give equal treatment to their followers.**

<b>Item</b>	<b>Alternative</b>	<b>No. of respondents</b>	<b>%</b>
To what extent are the female leaders at different levels of the organization fair in giving equal treatment to their followers?	A. Very high	-	
	B. High	30	52.63
	C. Medium	18	31.57
	D. Low	-	-
	E. Very low	9	15.78
<b>Total</b>		<b>57</b>	<b>100</b>

From the response portrayed in the above table 30(52.63%) of the respondents confirmed that their female leaders at different levels of the organization treat their followers equally. On the other hand, 18(31.57%) of respondents said medium and 9(15.78%) revealed that the leader at different levels of the organizations treat their follower unequally. Thus, we can say that there is not that much bias or discrimination in the organizations. Such situation is likely to improve the organizations relationship between leaders and employees and this in turn may help the productivity of the organization.

### 3.3 Views of respondents on the Behaviors demonstrated by the immediate supervisor.

No.	Item	Alternative	No. of respondents	%
1.	My immediate supervisor is tolerant.	A. Strongly agree	-	-
		B. Agree	31	54.38
		C. Undecided	9	15.78
		D. Disagree	17	29.82
		E. Strongly disagree	-	-
		<b>Total</b>	<b>57</b>	<b>100</b>
2.	My immediate supervisor fits to the position she holds.	A. Strongly agree	-	-
		B. Agree	37	64.9
		C. Undecided	-	-
		D. Disagree	20	35.08
		E. Strongly disagree	-	-
		<b>Total</b>	<b>57</b>	<b>100</b>
3.	My immediate supervisor has the ability to accept and seek new challenges.	A. Strongly agree	-	-
		B. Agree	27	47.36
		C. Undecided	15	26.31
		D. Disagree	15	36.31
		E. Strongly disagree	-	-
		<b>Total</b>	<b>57</b>	<b>100</b>
4.	My immediate supervisor demonstrates her decision and commit goals and objective by hard working and self securities.	A. Strongly agree	12	21.05
		B. Agree	26	45.61
		C. Undecided	4	7.01
		D. Disagree	15	26.3
		E. Strongly disagree	-	-
		<b>Total</b>	<b>57</b>	<b>100</b>

As shown in item 1 of table 7 above 31 (54.38%) of the respondents said that their immediate supervisor is tolerant. On the other hand, 17 (29.82%) of the other are disagree with it. And 9 (15.78%) of the rest remain abstain. From the information obtained, we understand that majority of the leaders seems to be tolerated; it helps them to understand every situation very carefully. Furthermore, it enables them to reduce conflicts among employees and management also it can be considered as the good behavior of leaders.

As can be seen items 2 of the same table employees were also asked about the competency of their leaders to the position they hold. Accordingly, 37 (64.9%) of the respondents are happy by the competency of their leaders of the position they hold. However the rest of respondent rated 20 (35.08%) are opposed this. Furthermore the interview finding shows that leaders are believed that they are competent enough to the position they hold. And also the majority of employees say that female leaders are fit to the position that they holds.

In item 3 of table 7 I observe that, 27 (47.36%) of the respondents agree with the ability of their leaders to seek new challenges. And 15 (26.31%) of the respondents are disagree with the ability of their female leaders to seek new challenges. However, 15 (26.31%) of the respondents are neutral from any comments. From this data the majority of respondents say that the female leaders have the ability to accept and seek new challenges. This may bring swift result in decision making for urgent activities.

The last item of table shows that 12 (21.05%) and 26 (45.61%) of the respondents are strongly agree and agree respectively with the statement expressed in the above table. Accordingly 15 (26.3%) of the respondents disagree with the statement of their female leaders demonstrates their decision and commit goals and objective by hard working. However the rest of the respondents rated 4 (7.01%) are remain abstain from any comment. So this helps to conclude that the leaders at different level in the organization are

committed to their responsibility this may help the organization to achieve the proposed goals efficiently and effectively.

### 3.4 Social/Cultural Factors

**Table 8: How social factors influence woman leadership**

<b>Item</b>	<b>Alternative</b>	<b>No. of respondents</b>	<b>%</b>
How do you rate the influencing power of social factors on woman leadership?	A. Very high	35	61.4
	B. High	20	35.08
	C. Neutral	2	3.2
	D. Low	-	-
	E. Very low	-	-
<b>Total</b>		<b>57</b>	<b>100</b>

As can be seen in table 8 above 35 (61.4%) and 20 (35.08%) of the respondents pointed out that the influence power of social factors on women leadership is very high and high respectively. However 2(3.2%) of the respondents remain abstain from any comments. From this data the respondents clearly respond that social factor is the main challenge for women to become a top leader.

The respondents were also asked to state the various social cultural factors that hinder women from upward mobility. They mention the various socio-factors hindering the upward mobility of woman such as discrimination, family responsibilities, women to look after children, lack of awareness, leadership linked to great physical ability, stereotyping, they are helpers of men, women have lack of confidence and women should be in kitchen so these are some of the mentioned socio-cultural factors.



**Table 9: The leadership potential of females compared to men leaders**

<b>Item</b>	<b>Alternative</b>	<b>No. of respondents</b>	<b>%</b>
How do you rate the leadership potential of females in your company as compared to men leaders?	A. Very high	8	14.03
	B. High	21	36.84
	C. Neutral	12	21.05
	D. Low	7	12.28
	E. Very low	9	15.78
<b>Total</b>		<b>57</b>	<b>100</b>

As it is depicted from the above table 8(14.03%) and 21(36.84%) of respondents pointed out that the potential leadership of females compared to men leaders are very high and high respectively. From this 12(21.05%) of respondents remain silent.

However, 7(12.28) and 9(15.78%) felt that the potential of female leadership compared to men are low and very low respectively. From this we can say that the majority of respondents show that female leaders have a potential to lead every position compared to men leaders.

**Table 10: Cultural factors**

<b>Item</b>	<b>Alternative</b>	<b>No. of respondents</b>	<b>%</b>
To what extent do cultural factors influence the upward mobility of women in your organization?	A. Very high	25	43.85
	B. High	20	35.08
	C. Moderate	-	-
	D. Low	12	21.05
	E. Very low	-	-
<b>Total</b>		<b>57</b>	<b>100</b>

The respondents were asked whether cultural factors affect the upward mobility of women. So 25 (43.85%) of the respondents felt that cultural factors influence the upward mobility of women very highly and also 20 (35.08%) of respondents also felt that cultural factors influence highly while 12(21.05%) of respondents felt that cultural factors have no or low influence. So from this we can say that cultural factors hindering women from advancing in top positions.

**Table 11: How women offered with equal leadership position as men**

<b>Item</b>	<b>Alternative</b>	<b>No. of respondents</b>	<b>%</b>
In your organization how far women are offered with equal leadership positions as men?	A. Very high	-	-
	B. High	12	21.05
	C. Neutral	8	14.03
	D. Low	25	43.85
	E. Very low	12	21.05
<b>Total</b>		<b>57</b>	<b>100</b>

From the above table we can infer that 12(21.05%) of the respondents felt that women are offered equal leadership position as men. But 25(43.85%) and 12(21.05%) of the respondents confirm that women offered low and very low leadership position as men respectively. However 8(14.03%) of the respondents remain abstain from any comment. So it implies that women couldn't get equal leadership position as men and it hamper their self initiation.

**Table 12: Organizational culture**

<b>Item</b>	<b>Alternative</b>	<b>No. of respondents</b>	<b>%</b>
Does organization culture (organizational leadership, structure, climate, politics, process and procedure) inhabit the progression of women to top leadership?	A. Very high	19	33.3
	B. High	29	50.7
	C. Neutral	-	-
	D. Low	9	15.78
	E. Very low	-	-
<b>Total</b>		<b>57</b>	<b>100</b>

The respondents were asked whether organization culture inhibit the upward mobility of women. The table indicates that 19(33.3%) and 29(50.7%) of the respondents say that organization culture play a great role in women upward mobility. However 9 (15.78%) of the respondents felt that organizational culture play low or no role in upward mobility of women to top leadership. From this we can say that organization culture have an influence for women leaders to become top leader and successful in there day to day activities.

**Table 13: Work politics**

<b>Item</b>	<b>Alternative</b>	<b>No. of respondents</b>	<b>%</b>
Has work politics contributed in gender imbalance in top positions in your organization?	A. Very high	-	-
	B. High	29	50.87
	C. Neutral	15	28.07
	D. Low	12	21.05
	E. Very low	-	-
<b>Total</b>		<b>57</b>	<b>100</b>

The respondents were asked whether the work politics addressing gender imbalance are being implemented in their organization. The table above shows that 29 (50.87%) of the respondents felt that work policies are highly implemented while 12 (21.05%) of the respondents felt that work policies addressing gender imbalance are low or not being implemented. However, 15 (28.07%) of the respondents remain abstain from any comments. So from this work politics have an impact on their success to become on top such as like long working hours, night shift, working overtime and so on.

The respondents also were asked to state the particular work policies that the unfriendly to women given their potential. The work policies include; long working hours, night shift, transfers and working overtime. These unfriendly work policies are mentioned by the respondents.

### **3.5 Analysis from the Interview**

In addition to the above findings, the rest of the interview conducted with the female managers is summarized as follows.

According to the leader's respondents, they evaluate that what they have done to manage themselves to be successful in their career. They said that they will build their capacity by education, training, sharing experience with people and so on. And upgrade their academic status in order to be successful in their carrier.

Based on the response of leaders to enhance the basic challenges of female leadership in their organization the managers listed out the challenges of female leaders.

- People didn't accept them because they are female
- There are a lot of social barriers
- Limited access to advanced education
- Most people define women in terms of what they should be or do for men.

And also the ledgers were asked to what actions they suggest to other females to enable them to overcome barriers in their careers. They suggest that females should be strong and well educated if this thing is fulfilled the females can be a top leader as men. And also they advise that if the women have enough knowledge, enough experience and they upgrade themselves by reading by taking training and sharing experience with people will build their confidence for anything and also the government and the society should encourage and support them.

As far as considering the factors that affect female leaders to what extent that the organization culture inhibit the progression of women to top leadership. As

per the respondents the organizational culture inhibits the progression of women and they are listed out the organizational cultural factors as follows:

- Working policy
- Part time
- Long working hours
- Short maternity leave
- Transfer policy

They were also asked about the socio-cultural factors affect female leadership in their organization. All the female leaders want to maximize the social culture factors against women by giving behavioral change for the society and also the women have also the responsibility to show that they can do or they can influential person and they are capable of doing thing by working hard if that's so the society can change their attitude towards females. The female managers also listed out the socio-cultural factors as follows:

- Discrimination
- Leadership linked to bravery, great physical ability
- They are helpers of men
- Women should be in the kitchen
- Women viewed as children
- Negative attitude towards female works
- Women are not as committed as men

## **CHAPTER FOUR**

### **SUMMARY, CONCLUSION AND RECOMMENDATIONS**

This chapter summarizes the findings of the study, presents conclusions and recommendations on the Female Leadership Behavior in the case of four selected private banks.

#### 4.1 Summary of major findings

According to the data interpreted the data preferred that was and analyzed in gives the study has come with the following findings.

- Almost 85.96% of the respondents are male and their age is between 31 and 40.
- Majority of respondent's i.e 54.38% have college diploma.
- As of 66.14% of respondent's response the relationship between leaders and followers seems to be attractive.
- As of 59.64% of respondents response the competency to properly lead their work unit is likely attractive.
- Female leaders give equal treatment to their follower as confirmed by 52.63% of respondents.
- Majority of respondents 61.4% response, that the social factors are highly influence female leaders to become a top leader.
- As per the respondents of 50.87% female leaders have a potential to lead every position compared to men leaders.
- According to 78.93% of respondents cultural factors hindering women from advancing in top position.
- As of 64.9% of respondents agree that female leaders couldn't get equal leadership position as men.
- Majority of 84% of respondent responds that organizational culture have an influence for female leaders to become top leader.

- As per the respondents of 50.87% said that work politics have an impact for female leaders to become a top leader.

## **4.2 Conclusion**

On the basis of the findings stated above, the following conclusion can be drawn.

- The number of females in managerial positions is still very low. As it was mentioned in the beginning of the paper, the reason for not achieving is the society towards females. This attitude is considered as a barrier for women to assume higher level positions in all aspects; it is the glass ceiling, the invisible barrier.
- The organizations are also must give a good opportunity for female leaders and also they have to prepare relevant policies to foster women to top leadership.
- From the finding one can understand that female leaders couldn't get equal leadership position as men. As a result this may be hampered and also they are less interested towards their job. It is a major factor for female leaders in the organization.
- From the study one can conclude that social factors, cultural factors, organization policies, and work politics have a high influence on women to top leadership positions. This is may bring less initiation and the females may be small in number in a top position.



### **4.3 Recommendations**

The recommendation is directed towards the government and the concerning bodies for the development of females. It also tries to address the female group, and the management bodies in organizations. It starts with the appreciation of the current movement on assuring females' equality and suggesting that what is being done so far is very encouraging but not good enough. As was mentioned in the first part of the paper, it has to be worked at changing the approach of the society as a whole.

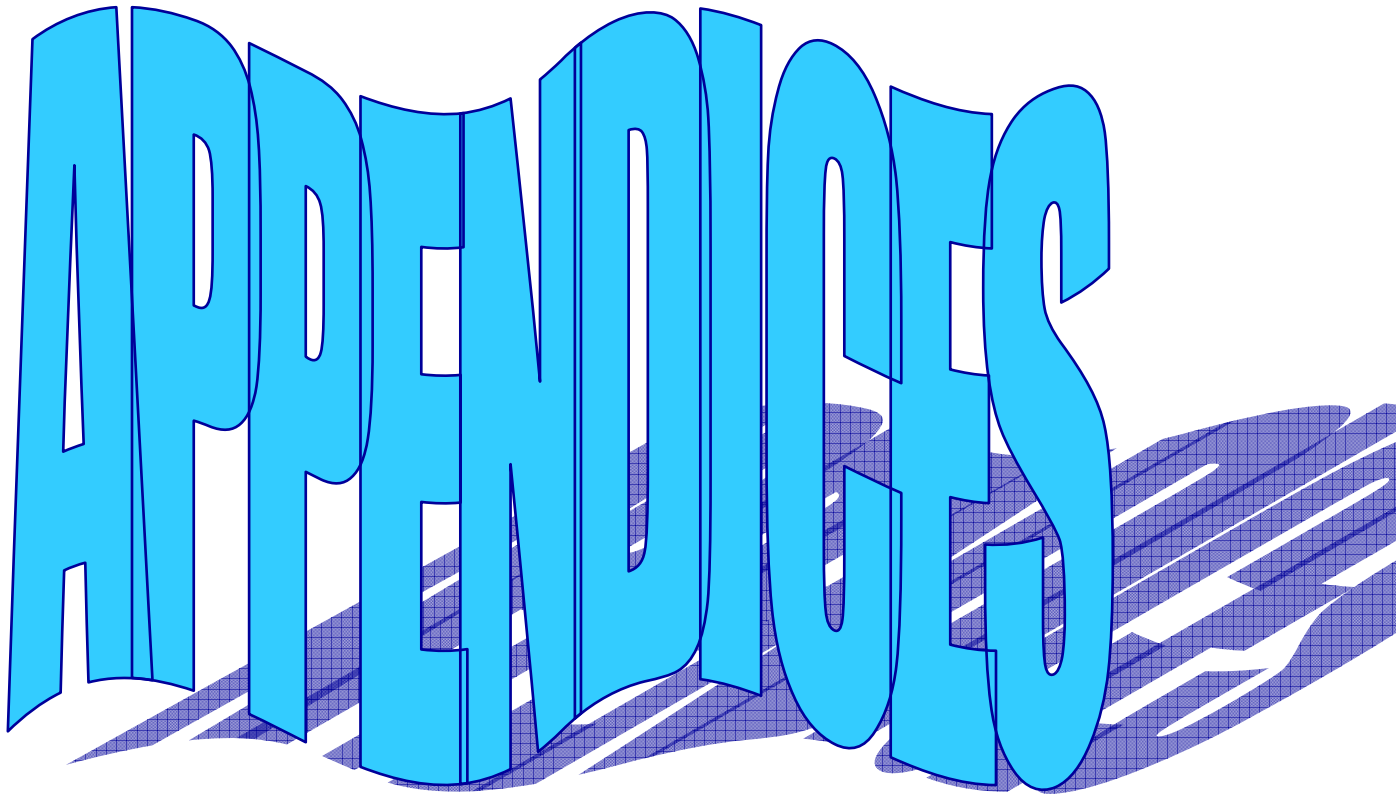
- Different encouragement programs should be conducted by the government for the females, Affirmative Action should be considered to give them a better opportunity to compete for promotion of managerial positions, and they should be given with an effective training on leadership and management to help them become qualified enough.
- The society should accept females in managerial positions. Assuming managerial responsibility is not a matter of gender, it is a matter of qualification.
- The concerned parties, especially, Ministry of Women's Affairs and educators, besides to working towards solving various problems Ethiopian women currently have, should be aware of the distinct qualities women managers have.
- Culture both societal and organizational remains a barrier to Female leader's progression to top positions. This is because some staff and also society still hold certain cultural values that are gender discriminatory. There is need to instill a cultural orientation that recognizes female as capable leaders and free people from gender stereotypes.

- Education and training are a major influence on upward mobility of women since staff promotion and upward mobility is merit based and is therefore more likely to favor staff with necessary education qualifications, training and skills.
- Now a days, displaying men's behavior in managerial positions, engaging in those activities, which were mostly performed by men and the like, are among the few things that women use to express equality with men. These are all good things. However, women have to know that they have feminine qualities that are proved by research, which are effective, fit this contemporary business environment and put them in advantageous position than men's way of doing things.

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# APPENDICES

The word "APPENDICES" is rendered in a bold, blue, 3D block font. The letters are thick and have a slight curve. A dark blue, grid-patterned shadow is cast beneath the letters, extending to the right and slightly forward, giving the text a sense of depth and volume.

## APPENDIX A

**St. Mary's University**  
**Faculty of Business**  
**Department of Management**

The following questionnaire is prepared by an undergraduate student at St. Mary's University as a partial requirement for the degree of arts in management. It would take few minutes to complete this survey questionnaire and I ask you kindly to fill up patiently. The research is entitled "**Female Leadership Behavior in the Case of Four Selected Private Banks**". Finally I kindly request you, to provide valuable and reliable responses the questions asked.

**Thank you for your cooperation!**

General Direction:

- No need of writing your name.
- Put a tick mark in the box for the answer of your choose.
- Please write short and precise answer in the space provide for the open-ended questions.

Part I. Personal Information

1. Sex:      Male  Female

2. Age:      Below 18 years       18-30 Years       31-40 years   
              41 – 50 years       Above 50 years

3. Marital Status: Married       Single       Other   
                          Widowed       Divorce

4. Education Level: Below diploma  Masters degree   
Diploma  PHD   
BA/BSc degree   
Other, please specify \_\_\_\_\_

5. Working Experience

0-3 years  4-7 years

8-11 years  Above 11 Years

6. Please indicate your current position in your organization \_\_\_\_\_

7. In which department are you working? \_\_\_\_\_

**Part II. Data Pertinent to the study**

1. Do you closely know the female managers working at any department in your organization?

Yes No

2. There is healthy relationship between the female leaders and their followers at different levels of the organization?

Strongly agree  Agree  Undecided

Disagree  Strongly disagree

3. To what extent do you think female leaders (supervisors) are competent enough to properly lead their department or work units?

Very high  Medium  Very low

High  Low

**4.** To what extent are the female leaders at different levels of the organization fair in giving equal treatment to their followers?

Very high                       Medium                       Very low

High                                       Low

Part III. Indicate your degree of agreement with the following statements that express the behavior of your immediate supervisor (female leader).

Statement	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
<b>1.</b> My immediate supervisor is tolerant.					
<b>2.</b> My immediate supervisor is fit to the position she holds.					
<b>3.</b> My immediate supervisor has the ability to accept and seek new challenges.					
<b>4.</b> My immediate supervisor demonstrates her decision and commit goals and objective by hard working and self securities.					

Part IV: SOCIAL/CULTURAL FACTORS

**1.** How do you rate the influencing power of social factors on woman leadership?

Very High       High       Neutral       Low       Very low

**2.** How do you rate the leadership potential of females in your company as compared to men leaders?

Very High  High  Similar  Low  Very low

- 3.** To what extent do cultural factors (beliefs, moral values, traditions, language and laws held by a nation, a community or other defined group) influence the upward mobility of women in your organization?

Very high  High  Moderate

Low  Very low

- 4.** In your organization how far women are offered with equal leadership positions as men?

Very High  High  Neutral  Low  Very low

- 5.** Please comment briefly on how women in your organization are hindered by social/cultural factors in progression to top leadership.

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#### Part V. Organizational Culture

- 1.** To what extent do you think organizational culture (organizational leadership, structure, climate, politics, process and procedure) may inhibit the progression of women to top leadership?

Very High  High  Neutral  Low  Very low

- 2.** Please explain briefly how organization culture hinders women progression to the top?

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**3.** To what extent do you think work politics contributed in gender imbalance in top positions in your organization?

Very High       High       Neutral       Low       Very low

**4.** To what extent do females initiate themselves to become a top leader?

Very High       High       Low       Very low

## **APPENDIX B**

### **Interview Guidelines for the Corporate and Middle level Managerial Position**

1. What have you done to manage yourself to be successful in your career?
2. What do you think that the basic challenges of female leadership in your organization?
3. What actions do you suggest to other females to enable them to overcome barriers in their careers?
4. Do you think that organization culture inhibit the progression of women to top leadership?
5. Do you think that socio cultural factors affect female leadership in your organization? How?
6. Any other things you want to say or you want to add?

APPENDIX C

ቅድስት ማርያም ዩኒቨርስቲ

የማኔጅመንት ትምህርት ክፍል

የሚከተሉት መጠይቆች ለመጀመሪያ ዲግሪ ምሩቅ ከሚያበቁ መስፈርቶች መካከል አንዱ ሲሆን የተዘጋጀውም በቅድስት ማርያም ዩኒቨርስቲ የማኔጅመንት የትምህርት ክፍል የቅድመ ምረቃ ተማሪ ነው። ለዚህን የዳሰሳ ጥናት መጠይቆች ካለዎት ጊዜ ጥቂት ደቂቃ በመስጠት ለንዲመልሱ ስል በትህትና ለጠይቃለሁ። የጥናቱም ርዕስ ስሌቶች በአመራር ውስጥ ያላቸው ሚና በአራት በተመረጡ የግል ባንኮች; የሚል ሲሆን በመጨረሻም መጠይቆቹን በጥሞናና ነባራዊ ሁኔታዎችን በማገናዘብ ይመልሱ ዘንድ በትህትና ለጠይቃለሁ።

ስለትብብርዎ በቅድሚያ ላመሰግንዎ ለወዳለሁ።

አጠቃላይ መመሪያ

- ስምዎን መጥቀስ አያስፈልግም።
- በመረጡት የመልስ ሳጥን ውስጥ የራይት ምልክት ያድርጉ።
- በፅሁፍ ለሚመለስ መጠይቅ ግልፅና አጭር መልስ በተዘጋጀው ቦታ ያኖሩ ዘንድ በትህትና ለጠይቃለሁ።

ክፍል አንድ

1. የባታ ወንድ  ሴት

2. ስድሜ ከ18 አመት በታች  ከ18-30  ከ31-40   
 ከ41-50  ከ50 በላይ

3. የጋብቻ ሁኔታ ያገባ(ች)  ያላገባ(ች)  ሌላ   
 የትዳር አጋርዎን በሞት ያጣ (ች)  ከትዳር የተፍባ(ች)

4. የትምህርት ደረጃ ከዲግሎማ በታች  ማስትሬት ዲግሪ   
 ዲግሎማ  ፒኤችዲ   
 ቢኤ/ ቢኤስሲ ዲግሪ   
 ሌላ ካለ ይጠቀስ \_\_\_\_\_

5. የስራ ልምድ

ከ0-3 ዓመታት

ከ4-7 ዓመታት

ከ8-11 ዓመታት

ከ11 ዓመት በላይ

6. ለባዘዎ በመሥሪያ ቤትዎ ያሉትን የሥራ ድርሻ ይጥቀሱ \_\_\_\_\_

7. በየትኛው የሥራ ክፍል ለንደሚሠሩ ይጥቀሱ \_\_\_\_\_

**ክፍል ሁለት: ከጥናቱ ጋር ተዛማጅ የሆኑ መጠይቆች**

1. በሚሠሩበት መሥሪያ ቤት በማንኛውም የስራ ክፍል የምትሠሩ ለንስት የሥራ ጎሳ በቅርበት ያውቃሉ?

አዎ  አይ

2. በሴት አመራሮችና በተለያዩ የሥራ ስርዓት የሚገኙ ተከታዮች መካከል ጤናማ የሥራ ግንኙነት አለ?

በጣም አስማማለሁ  ስማማለሁ  ያጠራጥረኛል   
አልስማማም  በጭራሽ አልስማማም

3. በቅርብ ያሉ የሥራ ሃላፊዎች የሚመሩትን የሥራ ክፍል ወይም ሥራ በብቃትና በትክክል የማስፈጸም ክህሎቶቻቸው ሲመዘን ምን ያህል ነው?

በጣም ከፍተኛ  ከፍተኛ  መካከለኛ  ዝቅተኛ   
በጣም ዝቅተኛ

4. ሴት አመራሮች በተለያዩ የሥራ ስርዓት ሥር የሚገኙ ተከታዮቻቸውን ወይም ሠራተኞቻቸውን ሚዛናዊና ፍትሃዊ በሆነ መንገድ የማስተዳደር ብቃታቸው ሲለካ

በጣም ከፍተኛ  ከፍተኛ  መካከለኛ  ዝቅተኛ   
በጣም ጥቅተኛ



