



**ST. MARY'S UNIVERSITY  
SCHOOL OF GRADUATE STUDIES**

**ASSESSMENT OF EMPLOYEES' ATTITUDE TOWARD FEMALE  
MANAGERS' AT ABYSSINIA BANK**

**BY  
EYERUSALEM YIRGA**

**JULY, 2019  
ADDIS ABABA, ETHIOPIA**

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**A THESIS SUBMITTED TO ST. MARY'S UNIVERSITY, SCHOOL OF  
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REQUIREMENTS FOR THE DEGREE OF MASTERS OF BUSINESS  
ADMINISTRATION**

**JULY, 2019  
ADDIS ABABA, ETHIOPIA**

## DECLARATION

I, the undersigned, declare that this thesis is my original work, prepared under the guidance of Asst. Professor ShoaJemmal. All sources of materials used for the thesis have been duly acknowledged. I further confirm that the thesis has to been submitted either I part of in full to any other higher learning institution for the purpose of earning any degree.

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Signature and Date

## ENDORSEMENT

This thesis has been submitted to St. Mary's University, School of Graduate Studies for examination with my approval as a university advisor.

ShoaJemal

St. Mary's University, Addis Ababa

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Signature and Date

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SCHOOL OF GRADUATE STUDIES  
SCHOOL OF BUSINESS**

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**BY  
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**APPROVED BY BOARD OF EXAMINERS**

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## **ABSTRACT**

*Bank of Abyssinia is one of the largest financial institutions and one of the major employers in Ethiopia. The purpose of this study was to assess the attitude of employees towards Female managers' managerial job performance at Abyssinia Bank head office. Descriptive survey was adopted for the study involving both qualitative and quantitative techniques, in addition frequency, percentage, mean and aggregated mean were used to analyze the data. The study used census sampling techniques where all 97 employees under the supervision of female managers and team leaders and 14 female managers and team leaders participated on the study. The researcher used primary data and gathered them in the form of questioner and interview. The result indicated that employee have positive attitude towards planning, organizing, communication, motivation, managing conflict, monitoring and evaluation and problem solving. However there are negative attitude towards supervision, leadership and decision making. In conclusion, the research has informed the presence of both positive and negative perceptions on the existing managerial job performances at Abyssinia Bank accordingly, the researcher recommended the bank to conduct training and experience sharing programs. Furthermore, problem solving technique, program evaluation, motivate techniques, effective communications, forming and managing effective teams were pointed out to be the necessary skills to be acquired in order to be a good manager.*

*Key Words:* Bank of Abyssinia, Attitude, Managerial Functions, Managerial Position, Communication Skill, Decision making

## **CHAPTER ONE**

### **INTRODUCTION**

This section introduce the concept of employee attitude towards the managerial job performance of female managers, the problem that the research attempted to investigate, the basic research questions to be addressed, the objective of the study, significance of the study, the scope this study covered and organization of the study.

## 1.1 Background of the Study

Currently, Women's educational and professional life and their status in society are increasing due to efficient and dedicated role played by them in different organizations. From junior staff up to managerial position which is not limited to educational management, they not only handle particular department but also as a political leaders they can represent their entire nation. Some women have now become more powerful, knowledgeable and function intelligently in crises situations, in the world of management. Nowadays they are ready to take challenges of the practical life and do not limit them to the domestic domain only.

We can count number of woman playing significant role in our society. We can see how media highlights the contribution of women in different fields. Due to their extraordinary performance in various professions, now attitude towards women has changed in many countries. Particularly in job situation attitude towards woman as manager has now become positive in many countries because they are now showing their efficiency in many masculine related management positions. However sometimes we perceive that women limits their potentials to specific posts in the work setting, therefore others also perceive them as capable of handling limited works at job.(Uzma Ali etal.2013)

According to Herbert and Yost (1978) as sited UzmaAlietal (2013 ), a number of people believe that women are disqualified for taking responsible position in masculine jobs. With this impression in mind in past years varieties of researches have been conducted throughout the world focusing on various psychosocial issues related to women. With rapid increase of women

leaving and staying away from home for higher education and bread earning, raises questions in the mind of employers that whether women can be hired for administrative post, other than educational management. With hiring of women on merit, equal opportunity, their gradual promotions in public sector organizations and non-availability of males for appointment as head for particular fields made human resource management to look into possible appointment of highly qualified females to Management posts. In spite of efficient performance and increase in finance, production and marketing of female owned /managed organization there remain a question in the mind of many employers that how women manager can overcome particular traits

necessary and important condition for particular job. Now we can find in literature that lots of researches related to attitude towards women in general as well as in job and at managerial position, of male and female students, professionals, colleagues etc. The results were both positive as well as negative.

According to Alexander's (2012) as cited Ayal (2017), study projects the view held by some males in Ghana basically hold unfavorable traditional attitude towards female managers due to cultural factors. However this study was limited in scope in that it considered attitude of only males neglecting females. Moreover it neglected some important variables that have been found to influence attitude such as age, educational level, marital status, interaction or experience with female managers. This limitation echoes those of Gulhati (1990) who deployed Women as Managers Scale (WAMS) in his research on "attitude towards Women Managers" in India.

According to Tesfahunegn (2017), The attitude level of employees towards female managers is not favorable. This unfavorable result is an implication that the employees hold an attitude that considers female managers as a less qualified and competent for the managerial position than the males. The male employees hold a less favorable attitude towards female managers than the female employees. This is because of the psychological dominating need of the males, which deal with them to accept the females in the same position. Gender was found to be significantly affecting attitude of employees towards female managers. The remaining demographic variables, age, marital status and education level are found to have insignificant effect on attitude level of employees.

Therefore, it is inherent to understand the issues of attitude so that we can work to maximize positive outcomes and minimize negative ones. Thus, the purpose of this research is examining the sight of employees towards the managerial job performance of female managers , reasons for negative attitude and the best possible solutions of destroying incorrect negative attitude, to improve the efficiency of female managers job performance in managerial position and appreciate positive attitudes toward the female managers because it's important to incentive next comer female managers and also to practice their right of gender equality ,to support the development of the country by appreciating and avoiding worst societal custom and evaluate female managers based on their managerial performance at work place.

## **Back ground of the Organization**

On 15 February 1996, Twenty three years to the day following the establishment of the first Bank of Abyssinia, a new privately-owned bank with this historic name, but otherwise not connected with the older bank, came into existence. Bank of Abyssinia Share Company provides various banking products and services in Ethiopia. It offers deposit products include savings, demand, special savings, and youth-targeted savings programs. The company also provides term loans, overdraft service, and advance facilities to various sectors; and issues domestic letter of guarantees, bonds, etc., as well as payment instruments, such as cash payment orders, demand drafts, certified cheques, etc. In addition, it offers import and export letter of credit

On this study the researcher assess the attitude of employees towards the managerial job performance of female managers in bank of Abyssinia.

### **1.2 Definition of Key Terms**

The following key terms are defined as they arranged in this research paper.

Attitude: a settled way of thinking, feeling about something. (Uzma Ali,2013)

Employee: a person employed for wages or salary, member of workforce.(Ovidiu-Iliuta,2013)

Manager: is a person working for an organization who practices management, makes decisions, solves problems. (M,K.Badawy .1982),

Leadership: set priorities and motivate your team members. This involves self-awareness, self-management, social awareness and relationship management. (Muhaiminul Islam.2016)

Demographic variable: The profiles of respondents in terms of gender, age, level of education and marital status.(Edward B.etal 1998)

### **1.3 Statement of the Problem**

Women are almost half of the whole world population, yet women representation in the workforce and especially at the managerial and executive level is significantly low. In addition to the low representation, prejudice and discriminatory treatment of women in terms of training, pays, and career development is also consistently reported. There are different theories which



explain the low representation of women at the managerial and executive positions for example role congruity theory, organizational constraint theory, theory of numbers, and gate keeper theory. SaimaBatooland MuhammadTahir, (2014).

According to Gross and Transformation Plan of Ethiopia II (2008-2012), Leadership became a profession where women shall participate on a significant share of positions and diversity is declared good for business. But leadership is predominated by male as prerogative in corporate, political, military and other section of society.

Women participation in Leadership positions of business, political, and social world is few in almost all countries of the world and especially in developing countries. Perceptions about women have not been changed through decades as many working women are not getting proper status. Violence against women is still occurring in the society. It is also true in Ethiopia, which is one of the developing countries and not matured enough to accept and effectively implement the concept of women equality and their participation in leadership positions. as a country level, the Ethiopian government considers genders as a cross-cutting issue and works to make sure that gender is integrated into policy strategies and programs. The government is exerting its effort for the policy, strategies and programs to be implemented throughout all ministries and government organization for the achievement of gender equality.

Despite the increasing efforts by the government to improve the status of women and get women involved in leadership positions, the implementation and the trend is not continuous and consistent in most of governmental organizations. Gross and Transformation Plan of Ethiopia II (2008-2012)

According to Meba in Addis Ababa in (2011), several researchers conducted a research related to employees' attitude under female managers towards women at managerial position. The result indicated that employees under women managers have both positive and negative attitude on women as a manager. However, most of the workers held and demonstrated unfavorable attitude towards female managers.

According to Tesfahunegn (2017), In Ethiopia, where the culture is mostly male dominated and

hindering the potential of females, one can expect same results (unfavorable attitude), if not worse, as that of the studies mentioned earlier. But, one might also expect a changed attitude towards females in general, hence female managers in particular, due to the widely declared policy of Females Equality in terms of education, job opportunities, and managerial positions, in 1986 Ethiopian Calendar.

Previous studies mentioned earlier, failed to consider “Employees” as a unit of observation on analyzing positive and negative attitudes. Perceptions about female have not been changed through decades as many working environments females are not getting proper status. Our society is not matured enough to accept and effectively implement the concept of female equality and their participation in managerial positions. Although there are 63 managerial and leadership positions in Bank of Abyssinia, only 14 of them are lead by women.

From the aforementioned papers and observed cultural bias, the author inferred that there exists a relatively negative attitude towards female on managerial positions. Owing to this, a random general interview were conducted to employee about their female managers and found out that most of the respondents to be negative so the author tried to address this problem in this paper by investigating the attitude of employee towards their female managers in a more detailed way by dissecting the questionnaire in to different managerial functions.

The reason for this problem is taken to be the cultural bias in the society where they grew up and the lack of ample idol females in managerial position around the business institutions in Ethiopia. However, if these kinds of problems continue to exist, the participation of the female in the managerial position remains underwhelming.

In line with the negative attitude inferred from the random employee interview, they believe that female managers are considered to be inefficient on their positions and are facing difficulties in getting promotions on what they should deserve to get.

Furthermore, as observed on the aforementioned papers, the evaluation of the employees’ attitude was measured generally as favorable and unfavorable however, in this paper the attitude of the employees were evaluated based on ten managerial functions.

Moreover, the purpose of this research paper is to assess the attitude of employees toward the managerial job performance of female managers in Abyssinia Bank, reasons to undermine and

the reason to support their manager's sight of employees because of their gender.

Finally the research is expected to identify each and every problem and sought to give the right recommendation for the company, Abysinia bank. In general this paper tries to assess the employee's attitude towards their female managers in managerial positions in Abisyina bank head office.

#### **1.4 Research Questions**

1. What are the employee's attitudes towards female manager's job performance?
2. At which managerial functions are female managers more competent?
3. At which managerial functions do female managers lack competency?
4. What are the major problems that women face at a managerial position?

#### **1.5 Objectives of the study**

The study has both general and specific objectives.

##### **1.5.1 General objective**

The general objective of the study is to assess Employee Attitude towards Female manager's managerial job performance at Abyssinia Bank.

##### **1.5.2 Specific Objectives**

The Specific the objectives are

- To identify employee attitude toward female managers job Performance.
- To. Investigate the managerial function role where the female managers show best competence.
- To investigate the managerial function role where the female managers lack competency.
- To identify the major problems that women face at a managerial position.

#### **1.6 Significance of the Study**

- Organizations: The result of the study will help to generate useful and practical information about employee attitudes towards managerial job performance of female managers that are more significant to take possible remedy to change, reduce and even to eliminate the negative attitude and support and appreciate positive ones.
- Society: It can be useful to all concerned parties to give attention to those determinate variables of attitude towards female managers in order to design an appropriate intervention program or strategy on the issues.
- Researchers: the use of the research is extending to researchers and professionals in this area. It can be a tool for further research in the area of attitude towards female managers. In addition, as a student researcher, it will help me to understand the general scenarios in the real world around the female managers.

### **1.7 Scope of the Study**

This study focused on employee's attitude towards managerial job performance of female managers in Abyssinia Bank. Even if the Bank has many branches, the study focused only on head office workers and managers due to the fact that the managerial positions on the head office are way higher than the branch offices.

The method of analysis is also limited to descriptive statistics and further in-depth analysis might inform strong evidences for the management to take corrective actions. The study was conducted starting from November 2018 to June 2019 Gregorian calendar.

Furthermore, Female managers have many functions to perform but the study focused on this measured managerial functions such as planning, organizing, communication, directing, supervision, leadership, motivation, managing conflict, monitoring, evaluating, problem solving and decision making.

### **1.8 Limitation of the Study**

The research work has the following limitations.

- Lack of up-to-date literature in the study areas.

### **1.9 Organization of the Study**

The paper will consist of five chapters. The first chapter will addresses introduction part of the

study that include background of the study, statement of the problem, basic research questions, objective of the study, significance of the study, scope of the study, limitation of the study and Organization of the paper. While the second chapter present theoretical and empirical review of the related literature. The third chapter deals with Research Methodology which include Research approach and design, Population, Sample size and sampling procedure, Data sources and data collection method, and Data analysis method. The fourth chapter involves data analysis and Interpretation by contrasting the actual result with reason on objectives, collected data and literature facts, to find out the solution to possible gaps. The fifth chapter, which is the closing chapter, will focus on summary, conclusion and recommendations.

## **CHAPTER TWO**

### **REVIEW OF RELATED LITERATURES**

The review covers seven major sections. The first section presents Definition and Theory of Attitude. The second section focuses on Definition of Managers and managerial tasks. The third section outlines the Role of Employee's in the organization. The forth section shows Attitude towards Women as a manager. The fifth section presents Gender related Attitude at work. The sixth and seventh explains Attitude of women manager vs men managers and Empirical Reviews.

#### **2.1. Theoretical Literature Review**

##### **2.1.1. Definition and Theory of Attitude**

According to Albarracinetal (2018), the psychology of attitudes is generally a social psychology of attitudes. Clearly, cognitive psychology has contributed to our understanding of the micro processes involved in attitude formation and change, and biological psychology can account for the sensorial mechanisms underlying preferences for certain objects, such as foods. There is,

however, a reason why attitudes have been a focus in social psychology: Attitudes are often learned from others, make individuals similar to members of their groups, and are affected by social pressure and persuasion. the act of attempting to change the attitudes of another person.

Allport G.W, has defined attitude as, "a mental and neutral state of readiness, organized through experience, exerting a directive or dynamic influence upon the individual's response to all objects and situations with which it is related. According to M.Fishbein, "Attitude is defined as an implicit. Drive- producing response considered socially significant in the individual's society.

### **2.1.2. Definition of Managers and Managerial Tasks**

According to M,K.Badawy (1982), A manager is a person working for an organization who practices management, makes decisions, solves problems, and is responsible for the work of at least one other individual reporting to him. The ultimate goal of the manager of course, is to help the organization achieve its objectives in a certain functional area.

All managers perform similar duties in directing the resources for which they are accountable, subject, of course, to the previous qualifications concerning are accountable, subject, of course, to the previous qualifications concerning their functions, management level, and the type of authority they have. These duties known as the functions of management include planning, organizing, directing, and controlling. To the extent managers are unsuccessful in under taking these duties, no results will be achieved since management is in the hands of "poor generals".

Decision making is also an integral part of the planning function which requires the identification of the options available in every functional area (i.e., marketing, engineering, production, R&D, and so on) and choosing between these options. In short, deciding on plans of action to guide the performance of major activities in accordance with company philosophy” the way we do things around here” is the essence of planning.

Controlling is the process of establishing standards of performance, evaluating actual performance against these standards, and correcting deviations from standards and plans. The controlling function is an integral part of the management process and a twin function to the planning process; employing appropriate standards and getting continuous feedback are necessary if an organization’s progress toward goal accomplishment is to be monitored.

Directing Effective handling of people-subordinates, supervisors, and associates-is the other

major function of managers. Managers spend a significant portion of their time directing and coaching the people working for them.

Motivating is the process of getting employees to perform the work assigned to them in a manner that meets or surpasses expected standards of performance. Because of the intrinsic nature of motivation, different schemes have to be employed with different groups of employees to stimulate performance and productivity. Fundamental to the success of any motivational plan is the extent to which the intended motivator meets the needs of the employees from whom it is designed.

Communicating can be defined as the process of transmitting meaning to others—the process by which people exchange facts, ideas, and emotions. The key to managerial effectiveness is effective communication to the extent that one can safely say that management is communication. Obviously, the importance of communication goes well beyond management and organizations; it is a fact of enormous importance in every walk of life.

Leadership entails influencing a group's activities in order to accomplish certain goals. It involves the behavior of both leader and followers. In managerial leadership, one person exerts social influence over members of a group. While a manager might or might not be a leader, assuming a leadership role and serving as a model for his people to emulate can be quite helpful in accomplishing organizational and divisional objectives. In effect, whereas control focuses on the direction of human behavior, leadership is needed to cause individuals to perform in a desired manner. However, management and leadership are not synonymous; leadership is simply a managerial style. A manager can be effective and thus succeed by adopting other managerial styles as long as they fit the requirements of the situation. Hence, managing is much broader than leading.

Managing conflict because of relatively limited resources, authority relationships, internal power struggles, and different individual motivations, conflict is usually a characteristic of interpersonal and inter-unit relationships within the organization. Resolving conflict, as well as using it constructively to produce new information and to strengthen relationships between individuals and groups, is an important managerial task. Conflict management, thus, is an interpersonal skill of enormous importance for managers at all organizational levels.

According to Janet Shapiro (2001), Planning is the systematic process of establishing a need and then working out the best way to meet the need, within a strategic framework that enables you to identify priorities and determines your operational principles. Planning means thinking about the future so that you can do something about it now. This doesn't necessarily mean that everything will go according to plan. It probably won't. But if you have planned properly, your ability to adjust, without compromising your overall purpose, will be that much greater.

According to Ljilja and Vesna (2005), Organizing, as the phase of management process, solves the problem of an internal organizational structure of enterprise, managerial authority and responsibility division, as well as of selecting people and ways of performing business activities. Controlling, as the phase of management process, includes comparison of planned and achieved results, for reacting to possible deviations and taking eventual corrective actions. Communicating is the phase of management process, means transferring instructions and information through the enterprise's management.

### **2.1.3. The Role of Employee's in the Organization**

According to Iveta Gabcanova (2011), stated that highly-motivated and loyal employees represent the basis of competitive company. The growth of satisfaction is to be reflected in the increase of productivity, improvement of the products' quality or rendered services and higher number of innovations. Satisfied employees form positive reference to the employer and thus increase its attractiveness for potential job seekers and strengthen its competitive position in the market. Management of the company does not often know opinions of own employees and underestimates dependence between satisfaction of employees and total successfulness of the company in the market.

According to Ovidiu-IliutaDobre (2013), Motivation and performance of the employees are essential tools for the success of any organization in the long run. On the one hand, measuring performance is critical to organization's management, as it highlights the evolution and achievement of the organization. On the other hand, there is a positive relationship between employee motivation and organizational effectiveness, reflected in numerous studies.



This paper aims to analyze the drivers of employee motivation to high levels of organizational performance. The literature shows that factors such as empowerment and recognition increase employee motivation. If the empowerment and recognition of employees is increased, their motivation to work will also improve, as well as their accomplishments and the organizational performance. Nevertheless, employee dissatisfactions caused by monotonous jobs and pressure from clients, might weaken the organizational performance.

Therefore, jobs absenteeism rates may increase and employees might leave the organization to joint competitors that offer better work conditions and higher incentives. Not all individuals are the same, so each one should be motivated using different strategies. For example, one employee may be motivated by higher commission, while another might be motivated by job satisfaction or a better work environment. Ovidiu-IliutaDobre (2013).

#### **2.1.4. Attitude towards Women as a Manager**

According to Edward B. Yost and Theodore T. Herbert (1988), attitudes toward women as a manager Attitudes play a central role in the formation of people's beliefs and behaviors. Yet attitudes are intangible and unobservable; people often are unaware of their specific attitudes and the manner in which they affect their behavior. Many attitudes are developed and maintained in a non-logical fashion, experientially and unsystematically, rather than as the result of rational analysis. Attitudes are powerful influences on the behavior of people at work (Herbert &Yost, 1978b).

If a supervisor develops a specific attitude toward an unruly subordinate, it is likely to affect their future interactions. If a supervisor has a generalized attitude about a group of individuals who are characterized by some attribute, it is likely to affect the supervisor's treatment of each member of that group with whom he or she comes into contact. Such behavior may range from preferential treatment to exclusionary, discriminatory actions.

According to GamzeKutlu and YaseminAkbulut(2017), Attitudes towards female managers in hospitals: Case study of Turkey. Health sector is the one of the main fields of work for females; yet they are underrepresented in senior management positions. This study was conducted to evaluate the attitudes of hospital staff towards female managers in a state hospital in Ankara and also to determine the variation in attitudes according to socio-demographic and occupational characteristics of the employees. Attitude towards Women Managers Scale, developed by Berkman (2005), was used. The sample consisted of a total of 348 subjects including managers, physicians, nurses and other healthcare staff.

The study found significant differences in the total scores of attitudes towards female managers between male and female subjects. The differences in attitude scores “work ethic” dimension regarding the total working time and working title were statistically found. Employees with 16 years and above at work also the technicians & administrative staff had a more unfavourable attitude towards female managers. Regarding the level of education, employees with a high school education had the most unfavourable attitude in the “professional behaviour” dimension. Results indicated that hospital management can develop institutional policies addressing social gender equality, implement training programs and projects to promote positive attitudinal changes among employees especially towards female ones. GamzeKutlu and YaseminAkbulut (2017).

According to Saima & Tahir (2015), conducted a study on attitude towards female manager in Pakistan evidence from Banking, Education, and Telecom sector. Women in Pakistan encounter familial, cultural and organizational barriers during their careers which constraint them from reaching to managerial level positions. Despite such barriers women are making their way through such barricades. Once reach to the managerial positions, there is little attitudinal problem they face. Our results show that workers in Pakistan are showing positive attitude as well as behavior towards female managers. Attitude towards female managers differs based on some personal factors such as gender, age, education, upbringing, religious orientation and some organizational factors such as organizational ownership, organization’s nationality, and sector.

The result does not mean that women in Pakistan are having same degree of freedom or equality

as found in most developed nation. These results are only an indicator of start of a new era where situation is turning to be favorable for women. Overall, there is still a lot more need to be done which requires persistent efforts from women as well as from organizations, government, and other societal actors.

According to Alexander Preko (2012), The study examines the views of male employees working under female heads in selected organizations in Ghana. The research is significant because it testifies how male negatively regard female heads despite series of both international and national conferences and platforms that advocate for women to assume managerial positions at the workplace. The study employed a case study and descriptive research design. The sample size was 122 respondents from 17 organizations. A purposive random technique was used to select only male employees who have worked or are still working under female heads. Questionnaires and secondary data were used to collect data.

The Statistical Package for Social Sciences (SPSS) was used to analyze data which were presented into simple descriptive tables. The study revealed that majority of the male employees (69.5%) preferred to work under male managers and coded managerial positions as masculine position. It is recommended, therefore, that male employees should embrace and integrate female heads in decision making positions, as women now constitute majority of the working population in the world.

According to HelenK etal (2014), conduct their research on Attitude of Private and Public Sector Employees towards Female Managers in Ghana. Many think-tanks and advocacy groups have sought to highlight the need to embrace women not only in mainstream employment but more importantly in leadership. The present study, which is a comparative study, looked at the differences between the traditional view of women and the attitude of employees towards female managers in the private and public sectors of Ghana.

The study purposively selected 120 respondents from two private and public sector organizations with parity. Independent ‘t’ test was employed in analysing the four hypotheses. Employees from public organizations showed more favourable attitude towards female managers than employees

from the private sector. Employees who had had satisfying previous interactions with female managers were likely to express positive attitude toward them than those who had had regrettable experiences.

Female employees and younger employees demonstrated more favourable attitudes toward female managers than male and older employees. The present findings lend support to the social identity theory that women would be more receptive than male to the appropriateness of having women serve in managerial roles but contradict the position of the role incongruity theory that women performing a genetic roles characteristic of men will be resisted because they are performing roles uncharacteristic of their gender. Implication for employers, administrators and policy makers are discussed.

According to Abyssinialaw.com Women constitute half of the Ethiopia population. It is a fact that any political, economic and social activity that doesn't involve and benefit women cannot be fruitful because such an activity is based on half the manpower, half the knowledge, half the effort, etc.. of that which is available in the country. Though women's rights to equal participation and benefits, with men can't be seen separately from the overall economic and political Progress in society, it is an established fact that women's rights need special attention in the change process. In this regard, the biggest victory for the struggle of Ethiopian women is the establishment of the FDRE Constitution which proclaimed their full rights, followed by the Women's Policy, the ratification of the Family Law, the amendment of the Criminal Code in a way to stop abuses committed against women, etc...These provisions have a significant role to play in the effort to answer Ethiopian women's quest for equality.

The struggle is to ensure women's participation and benefits in education, health and other developmental fields. The achievement that Ethiopian women have grasped, so far, can be termed as truly encouraging. This proves the fact that our country has embarked on the democratic path but it needs to be said that the work done so far and the achieved results, when measured in relation to the challenges women face in this country, have a long way to go before Ethiopian women's issues are satisfactorily addressed. Currently, ensuring

women's equality and their equal participation in the economic, social and political fields is a basic question that needs to be addressed with special attention. Understanding the burning nature of the issue the FDRE government has started activities in a bid to solve the existing challenges in a planned and integrated manner by preparing a package for women's development and change. To help this effort, the government conducted a study covering economic social and political issues and the challenges that women in both rural and urban areas face. The study was conducted in Oromiya, Amhara, the South and Tigray regions. Though the study took a long period of time, it was completed in the set direction and reports presented. It is believed that the findings of the study will create unprecedented awareness about the major challenges that women face in our country. They will also initiate important solution directions and become an input to the desired package.

The study focused on four regions. A study regarding pastoralist and semi pastoralist areas will be conducted in collaboration with the regions where pastoralist is prevalent. Consequently the Women's Development And Change Package, that takes the special circumstances of these regions, will be prepared. In addition, there are a significant number of women that need special assistance. Thus, these women shall be beneficiaries from the national development process as well as the implementation of the Women's Development and Change package. Finally, an independent participation and benefit ensuring tool for women will be designed by pertinent bodies and implemented.

#### **2.1.5. Gender related Attitude at Work**

According to Edward B. Yost and Theodore T (1988), because attitudes are pervasive and powerful influences on behavior, it is important to consider their role in the treatment both by men and by other women of women in managerial positions. A supervisor's attitudes about the ability of women to serve in managerial capacities will affect the extent to which he or she judges a female's performance or grants or withholds developmental opportunities. This identification is necessary if we are to achieve equity in the degree to which or manner in which women are trained and developed for managerial positions or are assigned to supervisors who will encourage them and serve as mentors.

### **2.1.6. Attitude of Women Manager vs Men Managers**

According to Gulhati (1990), first Indian researcher who to conduct a study on “Attitude towards Women Managers in India”, on February 1990. The researcher found out in the study that Indian women managers have a more positive attitude towards women in management than Indian men managers. The researcher used the Woman as Managers Scale (WAMS) to measure attitude; the widely used attitude measurement scale. This study by Gulhati was a replication of previous study conducted in USA, which also resulted in the same findings. The researcher presented; “although factors such as: age, job level, and higher education level, are expected to influence attitude, they appeared to have no significant impact on the WAMS score. The only variable that explains attitude was found to be gender.”

### **2.2. Empirical Literature Review**

According to Muhaiminul Islam & Sultana Nasira (2016), Attitude towards Women Leadership in Organization, Study on Government Sector of Bangladesh attempted to measure the contemporary perception of the population of Bangladesh, especially in the government offices. The notion that government should patronize the economic culture that will ultimately produce a social believe in the population is the motivation of behind the study. The contribution of women in worldwide economy is huge and the underutilized potentiality of this particular community has recently been noticed and immense research work in different country been undertaken to improve the social dynamics. Leadership has been measured by various different psychological and personal traits. This study picked “management” capability as measure of “leadership” as the study is intended to give insight to the business community.

A dynamic research construct served the purpose of the study. A 3 way response is collected from the female manager, the superior to the female manager and the subordinates of the female managers in 13 government offices of Khulna. From this convenient sample, a personal interview of each sample unit has been conducted to get a detailed and honest impression of the respondents. The questionnaire provided for the female managers is qualitative as this study is new in Bangladeshi perspective the open ended discussion is more likely to disclose wide range of relevant factors. The responses of the superior and subordinates have been collected in quantitative terms to produce comparable statistics.

The findings of the study project various indications about the concerned issue. Superiors to the female managers have weak positive view about “women leadership” in government organizations. Subordinates also have positive attitude but the responses were not consistent. There is significant difference in response between superiors and subordinates. The responses of subordinates are more scattered in comparison to the superiors. Predominantly, female community has more positive view about women leadership than male one. Female leaders pointed out many social and demographic factors playing role behind the difference and indifference of attitude. Finally, with the objectives achieved, this study concludes with a very organized and specific knowledge of the population behavior about the concerned issue.

According to Yonca A. Berkman (2005), the study developed a new measure to assess the attitudes towards women managers (ATWoM). Despite the fact that women are increasingly more active in work life and a large number of women in Turkey have high-status professions, the ratio of women in senior executive positions is still low due to the glass ceiling phenomenon. This paper reports the results of two studies. The first study was qualitative and generated items for the new scale through in-depth interviews on managerial characteristics with 37 employees from eight different organizations. The second study tested the psychometric properties of ATWoM and aimed at identifying the factors affecting the attitudes.

A total of 460 respondents filled out a questionnaire assessing the attitudes towards women in management. Findings show that ATWoM correlated positively with Women as Managers Scale (supporting convergent validity), negatively with traditional gender role stereotypes (supporting divergent validity), and positively with the strength of preference to work with women managers (supporting concurrent validity).

The percent of women managers in the organization moderated the relationship between ATWoM and gender role stereotypes for women, but not for men. The quality of work experience with women managers moderated the relationship between ATWoM and gender role stereotypes for men, but not for women. The duration of work experience did not have a moderation effect on the relationship between ATWoM and gender role stereotypes. The newly

developed scale has the potential to contribute to the human resources management practices in organizations.

The situation is similar in Turkey; some research suggests that women are less preferred than men in managerial positions. In a survey conducted by Ernst & Young in Turkey on 'Being a woman in the business world', respondents were asked about their preference to work with a male or a female manager: 'What would you prefer to be the gender of your manager?' (Ernst & Young, 2003). A little more than half of the 1003 respondents had no preference, and the rest mostly preferred to work with male managers (Ernst & Young, 2003). Only 6.8% of female employees and 14.7% of male employees preferred to have a female supervisor.

According to Uzma Ali et al (2013), conducted a study on attitude towards women managers in Pakistan. The study was undertaken in order to investigate the difference in attitude towards women in managerial position between male and female employees. It is a comparative study in which 50 employees including 25 male and 25 female participated as a sample. The minimum educational qualification was graduation. After taking their consent they were individually requested to fill in the demographic data sheet, followed by Attitudes toward Women as Managers (ATWAM) Scale. For statistical analysis t' test was applied, which indicates that there is no significant difference between males and females in their attitude towards women managers in Pakistan.

According to AyalBeyene (2017), conduct a study on attitude towards female leaders in the context of Ethiopian Shipping and Logistics Service Enterprise (ESLSE). The study used mixed research approaches (qualitative and quantitative) and mixed research design descriptive. Descriptive statistics (percentage, frequency, and mean and explanation were used to analyze the data. To assess the attitude of Superiors and Subordinates towards female leaders, closed ended questionnaire and interview were used the data were analyzed with data collected from 3 Deputy CEOs, 4, Directors and all subordinates under the supervision of female leaders were about 189. The findings of this study show that the attitude level of superiors towards female leaders is not favorable.



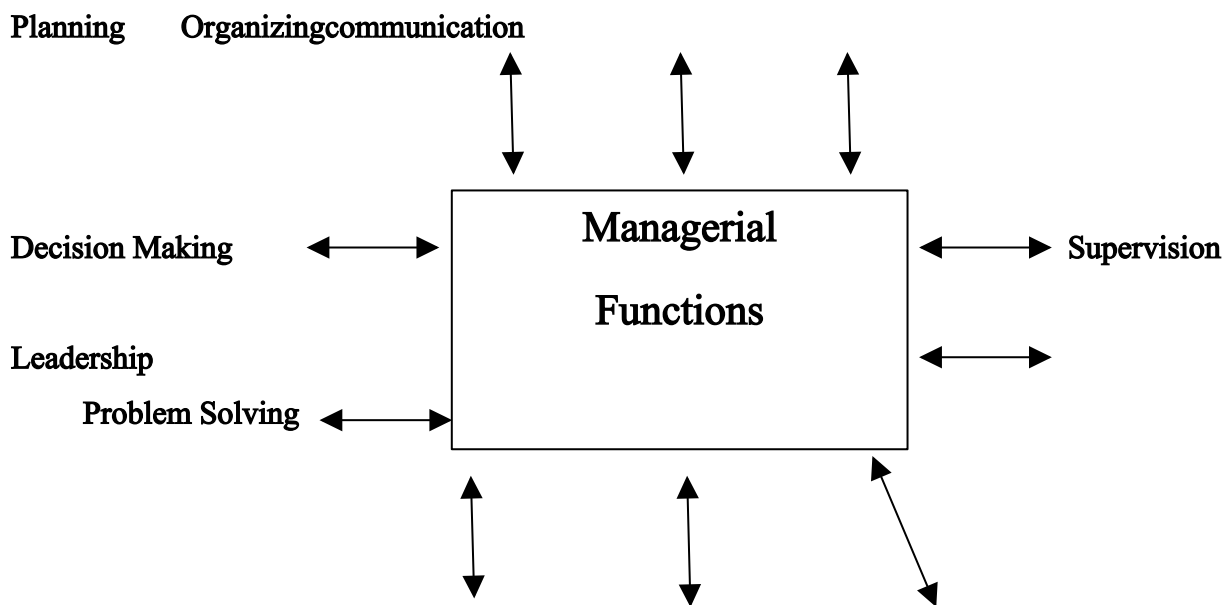
This unfavorable result is an implication that the superiors hold an attitude that considers female leaders as a less confident, irresponsive and unable to make decision for the managerial position than the males. Similarly subordinates attitude towards female leaders is not favorable. This unfavorable result is an implication that the subordinates hold an attitude that considers female leaders as a less qualified, and biased for the managerial position than the males. Failure to be committed to handle the managerial responsibility, be forceful in managerial position that demand it, being aggressive in a business situation of the enterprise, are the reasons superiors undermine women leaders and subordinates disrespect and disobeyed for their instruction in a day to day business of the enterprise, lost confidence by superiors to make a decision based on information came from female leaders, mistreat by superiors, deficiency of enough time to exercise their responsibilities at a managerial position as men, are the major problems that women face at a managerial position and hinder women leaders to exercise their responsibilities as men.

According to TesfahunegnWogi (2017), the study is focused on examining the attitude of workers towards female managers. It is aimed at mainly finding out whether unfavorable attitude towards female managers exists among employees and the study is believed to contribute to all level of female managers working not only in Awash Bank but also with different organizations. The study used cross sectional survey method to investigate the overall attitude of employees, primary and secondary data collection technique collected from magazine, website and pamphlets, for the purpose of this research is to identify the attitudes of employees of the bank which are working with female managers, samples are taken from the total population that is the employees in the selected organizations having female managers as their immediate or high level supervisors.

Employees are surveyed and there was measured using the widely used attitude measurement scale, Woman As Managers Scale (WAMS) and the data processed through software called Statistical Package for Social Science (SPSS). The results of the data analysis showed workers hold unfavorable attitude towards female managers. Further, gender was found to be significantly affecting the attitude of workers, among the four demographic variables age, gender, marital status and education level used in the study.

As discussed on the empirical literature review above, the studies focused generally about the attitude of employees' attitude towards their female manager and rated as grossly favorable and unfavorable. Taking the initiative from these researches the author dissected the evaluation criteria in to ten managerial functions and tried to evaluate the employees' attitude towards their female manager focusing on Abyssinia bank.

### 2.3 Conceptual Frame Work



**Figure 2.1 Conceptual Frame Work**

## **CHAPTER THREE**

### **RESEARCH DESIGN AND METHODOLOGY**

This chapter presents the element of methodology that is applied in the study. This chapter covers research design and approach, population sample size and sampling technique, data gathering instruments, procedure of data collection, pilot testing, method of data analysis and ethical considerations.

#### **3.1 Research Design and Approach**

Descriptive research design is used to assess employee attitude towards their female managers' managerial job performance and providing possible conclusion and recommendations. Lewis and Thornville (2007) indicate that research design is the general planning about how the researcher will go about answering his or her research questions. The research design used may vary from research to research. The type of research employed is descriptive, it used to assess and analyze the demographic and background information of the respondents. Descriptive study is helpful when a researcher wants to look into a phenomenon or a process in its natural contexts in order to get its overall picture instead of taking one or some of its aspects and manipulating it in a simulated or an artificial setting.

## **3.2 Populations Sample Size and Sampling Design**

### **3.2.1 Target Population**

The study targeted only those female managers, Directors and female team leaders. In the managerial position there are 14 (fourteen) female managers and team leaders. The employees under the supervision of female managers are 97 (ninety seven).

The questionnaire was distributed to the ninety seven employees to gather their input towards their female managers whereas interview was conducted to the fourteen females on the managerial position to find out the problem that they face on the work.

### **3.2.2 Sampling Techniques**

Since the target employee and managers were few in number, census is used, as required for a small population size. It means all ninety seven employees and all fourteen managers and team leaders are participated in the study. Conducting a census often results in enough respondents to have a high degree of statistical confidence in the survey results.

### **3.2.3 Sample Size**

97 employees, who are under the supervision of female managers and team leaders in Abyssinia Bank head office, are considered as the target population for this particular study. Considering the small size of the population, the researcher included all of them on the study.

## **3.3 Source of Data**

The researcher used primary data which is collected through questionnaires distributed to workers of Abyssinia Bank in the mentioned head office and the interview conducted with the female managers.

## **3.4 Data Gathering Instruments**

Mainly the data collection tool the study used is questionnaires and Interviews. Questionnaire was selected because, firstly, it is economical in terms of researcher time, effort and cost than most other methods. Secondly, it is more appropriate and found easy for respondents to fill and forward their feelings and responses for questions. It kept away from researcher bias, guiding and cues that can impact the legitimacy and reliability of the data collection. Thirdly, it is through questionnaires that standardized responses gathered Bhattacharjee, (2012), as stated Ayal (2017).

Interview was also conducted with concerned fourteen managers and team leaders. The major purpose of the interview was to substantiate certain facts that the researcher already thought. Therefore interviews were conducted to enhance and supplement the results of the study. During the interview attitude towards female managers was raised and the answers were given accordingly.

### **3.5 Procedure of Data Collection**

A copy of the questionnaire, distributed to respondents at work places. The researcher explained the questions to the respondents thoroughly after copies of the questionnaire were given to them. It is assumed that the employees did fully understand the questionnaire as they are all educated at least to the level of first degree. The explanation was designed to help the respondents to understand the purpose of the research, and to be able to provide their independent opinions on the questionnaire items given to them. The researcher went back and collected the answered questionnaires. To have a valid and reliable data, the researcher ensured that the questions were well formulated which allows error minimization. Interview was conducted with managers and team leaders to assess their attitude towards female Managers job performance to identify the problem they faced at a managerial position.

### **3.6 Pilot Testing**

According to Ambaye Asefe (2018), “pilot testing involves trying out a self-developed questionnaire on a small group of individuals to get an idea of how they react to it before the final version is created”. A pilot study was conducted to test clarity and sustainability before the instruments for the data collection were distributed to the respondents. The researcher began by pilot testing the research instrument on a small sample of 20 respondents on the target population that have similar characteristics to the target population.

#### **3.6.1 Validity**

Validity refers to the extent of accuracy of the results of the study. According to R. Kothari (2004), Validity is the most critical criterion and indicates the degree to which an instrument measures what it is supposed to measure. Validity is the extent to which differences found with a measuring instrument reflect true differences among those being tested .as stated on the

methodology, questionnaire used to collect the primary data. Meanwhile, the questionnaires were adopted from previous studies, such as Tesfahunegne(2017) and Ayal(2017).Therefore, to assure validity of the instrument, the researcher has given a chance for professionals on the area to review the questionnaire and the advisor validated it.

### 3.6.2 Reliability

Reliability refers to the stability of the measure used to study the relationship between the variables (Ghaurri&Gronhaug 2005). A measurement instrument is reliable if it provides consistent results, (R. Kothari, 2004). Hence, to prove reliability of the instrument, the researcher distributed 20questionnaires as a pilot test and then would make some adjustment if there was any inconsistency. Finally, reliability of the questionnaire were tested by using Cronbach’s Alpha. Cronbach’s Alpha is the most common way to assess the reliability of self-report items. It has a maximum value of 1.0. Values closer to1.0 reflects a strong relationship between the test items. Instruments has generally considered reliable when they have an alpha value of 0.70 or higher on a scale of 0 to1 (Rubin & Bobbie, 2009).

Table 3.1 Reliability Analysis

Variables	Cronbach's Alpha	No. of items
Planning	0.901	3
Organizing	0.894	4
Communication	0.915	5
Supervision	0.834	5
Leadership	0.713	5
Motivation	0.860	4
Managing conflict	0.903	4
Monitoring and evaluation	0.915	5
Problem solving	0.915	4
Decision making	0.967	4
Overall Result	0.982	43

Source:- SPSS 2019

Accordingly, before the questionnaire was formally distributed a pre-trial reliability analysis was performed on 20 completed questionnaire (having 43 questions). In this study the value of cronbach's alpha is 0.982 which is greater than the standard value, 0.700. Thus it can be concluded that the measured used for this study is valid and highly reliable.

### **3.7 Method of Data analysis**

After collecting vital data, it was analyzed and interpreted based on literature review. The items were grouped based on the responses given by the respondents were coded for easy usage of the Statistical Package for Social Sciences (SPSS) software for the analysis of descriptive statistics. The necessary analytical device, such as frequency, percentage, means and aggregated mean were used. The collected data has been sorted through applicable table .The reason behind for the selection of these methods was easy for the researcher and readers to analyze and understand the main idea of the research and examine the positive and negative attitude of employee towards their female manager's job performance.

### **3.8 Ethical Considerations**

The employees at Bank of Abyssinia were treated fairly. Every individual involved in the study was entitled to the right of privacy and dignity of treatment, and no personal harm was caused to subject in the research. They are informed that the data filled by them in the questionnaire remained confidential and used only for academic purpose. To avoid humiliating situation for the employees and the researcher, no names and designations were taken in the questionnaire. For some of the questions even neutral option was given in case they are uncomfortable in answering. All assistance, collaboration of others and source from which information was drawn were acknowledged.

Furthermore a support letter was given to the organization to authorize the author to conduct the research with the consent of the Bank.

## CHAPTER FOUR

### DATA ANALYSIS AND INTERPRETATION

This chapter presents response rate of respondents, demographic characteristics of respondents and analysis interpretation of the data collected.

#### 4.1. Response Rate

**Table 4.1 Response Rate of Respondents**

Copy of Questionnaire Disturbed	Number of Questioner returned	Percentage of Returned Questionnaire
97	97	100%

Source: Questioner Survey Data 2019

From the distributed 97 questionnaire all 97 were responded. This makes the response rate 100%. At the time of data screening for accuracy and completeness, no questionnaire was found to be unusable, the reason behind was the respondents were given enough time, an average of 3 days, to reply all parts and items completely.

#### 4.2 Demographic Characteristics of Respondents



This part discusses the demographic background and characteristics of the respondents such as gender, age, marital status, education level and work experiences.

The following tables give a picture of the descriptive data of the employees based on the above demographic variables.

**Table 4.2 Demographic Characteristics of Respondents**

No.	Respondents characteristics		Frequency	Percentage
1	Gender	Women	60	61.9
		Male	37	38.1
		<b>Total</b>	<b>97</b>	<b>100</b>
2	Age	<=30	36	37.1
		31-40	56	57.7
		41-50	5	5.2
		<b>Total</b>	<b>97</b>	<b>100</b>
3	Marital Status	Married	21	21.6
		Single	76	78.4

		<b>Total</b>	<b>97</b>	<b>100</b>
<b>4</b>	<b>Educational Background</b>	BA/BSC degree	67	69.1
		Masters degree	30	30.9
		<b>Total</b>	<b>97</b>	<b>100</b>
<b>5</b>	<b>Work Experiences</b>	0-5	9	9.3
		5-10	33	34.0
		10-15	35	36.1
		>15	20	20.6
		<b>Total</b>	<b>97</b>	<b>100</b>

Source: Survey Questioners 2019

Regarding gender as shown in Table 4.2 above 38.1% of the respondents were males and the rest 61.9% were female respondents it implies that majority of the respondents are female.

The majority of the respondents (about 57.7%) are between the age of 31-40 whereas 37.1% are categorized less or equal to 30 age group and 5.2% of the respondents falls on the age above 41 they are matured enough to answer the questioner.

The single group of employees takes larger portion (78.4%) than the married group (21.6%) most of the respondent has enough time to respond the questioner.

The majority (69.1%) hold their first degrees, while 30.9% was found to hold their second degrees it implies that the respondents easily understand and answer the questioner.

The majority of the respondents (about 36.1%) are worked for 10-15 years 34% of respondents are worked for 5-10 years 20.6% of respondents was worked more than 15 years and 9.3% of respondents worked for 0-5 years. From the above analysis particularly in terms of the respondents' educational level and work experience it can be inferred that the responses are relatively correct.

### 4.3 The attitude of employees towards female managers job performances

This section presents the analysis and Interpretation of responses obtained from the respondents.

#### Mean Score Interpretation

Mean Score	Interpretation
4.3 – 5	Very High
3.5 – 4.29	High
2.7 – 3.49	Moderate
1.9 – 2.69	Low
1.0 – 1.89	Very Low

Source :- Bahagian (2006)

Strongly Disagree Represented by (SD), Disagree Represented by (DA), Represented by Neither Agree or Disagree (N), Agree Represented by (A) and Strongly Agree Represented by (SA) on the Tables. Frequency is the number of occurrences of a repeating event per unit time. Frequencies are simple representation of the respondents.

#### 4.3.1 Respondents Attitude towards Female Managers Planning Ability

Table 4.3.1 Respondents Attitude towards Female Managers Planning Ability

ID.No	Statement								Mean	Aggregate Mean
1	Women managers are able to identify the task to be done and to achieve the objectives of the plan	<b>S</b>								<b>3.34</b>
		<b>D</b>	<b>DA</b>	<b>N</b>	<b>A</b>	<b>S</b>	<b>A</b>	<b>TOTAL</b>		
		<b>No</b>	0	46	5	41	5	97	<b>3.05</b>	

		%	0	47	5.2	42	5.2	100	
			<b>S</b>	<b>DA</b>	<b>N</b>	<b>A</b>	<b>S</b>	<b>TOTAL</b>	
		<b>No</b>	0	36	5	5	51	97	
2	Women managers are able to formulate an idea of how to work on a particular task	%	0	37	2	2	53	100	<b>3.73</b>
			<b>S</b>	<b>DA</b>	<b>N</b>	<b>A</b>	<b>S</b>	<b>TOTAL</b>	
		<b>No</b>	0	10	54	33	0	97	
3	Women are good at setting plans which can be conducted in a specific period of time	%	0	10	56	34	0	100	<b>3.23</b>

Source: Survey Questioners 2019

Based on Table 4.3.1 regarding the item “Women managers are able to identify the task to be done and to achieve the objectives of the plan”, 5.2% respondents strongly agree, 42.3% of respondents agree while the same numbers of respondents disagree and took a neutral standpoint on this item which accounted for 5.2 %. The mean value for this variable is calculated to be 3.05 (Neutral) Thus it can be realized that the respondents have a neutral attitude on this point.

about “Women managers are able to formulate an idea of how to work on a particular task” 52.6% of respondents strongly agreed, 5.2% respondents agreed, 5.2% respondents neutral 37.1 % of respondents disagreed. From the table it can also be taken that the mean value is 3.73. it implies that respondents agreed that women managers are able to formulate an idea of how to work on a particular task.

For item “Women are good at setting plans which can be conducted in a specific period of time”, 10.3% respondents agreed, 55.7% of the respondents are neutral and 10.3% respondents disagreed. Furthermore the mean value is 3.23 which is an indication of employees have neutral attitude towards Women are good at setting plans which can be conducted in a specific period of time.

Based on the above analysis results, the aggregate mean value for planning as a managerial function is 3.34 which imply that the respondents have a neutral attitude towards female managers planning ability.

### 4.3.2 Respondents View on Women Managers organizing skill

Table 4.3.2 Respondents View on Women Managers organizing skill

ID.No	Statement								Mean	Aggregate Mean
1	Women could make organizational structures that fit with its objectives		<b>S</b>				<b>S</b>			<b>3.91</b>
			<b>D</b>	<b>DA</b>	<b>N</b>	<b>A</b>	<b>A</b>	<b>TOTAL</b>		
		<b>No</b>	0	2	29	42	24	97		
		<b>%</b>	0	2.1	30	43	25	100		
2	Women managers can wisely organize their company resources.		<b>S</b>				<b>S</b>			<b>3.94</b>
			<b>D</b>	<b>DA</b>	<b>N</b>	<b>A</b>	<b>A</b>	<b>TOTAL</b>		
		<b>No</b>	0	25	7	14	51	97		
		<b>%</b>	0	26	7.2	14	53	100		<b>3.9</b>
3	Women managers clearly define the authority of their employees.		<b>S</b>				<b>S</b>			<b>3.94</b>
			<b>D</b>	<b>DA</b>	<b>N</b>	<b>A</b>	<b>A</b>	<b>TOTAL</b>		
		<b>No</b>	1	15	11	32	38	97		
		<b>%</b>	1	16	11	33	39	100		
4	Women managers are good at putting the right person on the right job in different departments based on the skill and experience of an employee		<b>S</b>				<b>S</b>			<b>3.8</b>
			<b>D</b>	<b>DA</b>	<b>N</b>	<b>A</b>	<b>A</b>	<b>TOTAL</b>		
		<b>No</b>	0	2	34	42	19	97		
		<b>%</b>	0	2.1	35	43	20	100		

Source: Survey Questioners 2019

From the above Table 4.3.2, for the “Women could make organizational structures that fit with its objectives”, 2.1% of the respondent Disagreed while 29.9% responded neutral, 43.3% and 24.7% responded agree and strongly agree respectively. Moreover the mean value is 3.91, which implies that the respondents agreed on “women could make organization structures that fit with its objectives”.

For the “Women managers can wisely organize their company resources.” 25.8% of the respondent Disagreed and 7.2% responded neutral while the rest 14.4% and 52.6% responded agree and strongly agree respectively. In addition the mean value is 3.94 hence the respondents agreed on this issue.

Whereas for the “Women managers clearly define the authority of their employees.” 39.2% and 33% of the respondent strongly agreed and agreed, however 11.3% were neutral and the rest

15.5% and 1% disagreed and strongly disagreed respectively. The mean value is found to be 3.94 which indicates that the respondents agreed on “ women managers clearly define the authority of their employees”

For the question “Women managers are good at putting the right person on the right job in different departments based on the skill and experience of an employee” respondents accounting for 2.1% disagreed where as 35.1% were neutral and 43.3% and 19.6% agreed and strongly agreed respectively. The mean value is found to be 3.8 thus it can be deduced that the respondents agreed on this point.

The aggregate mean for this category is 3.9 which indicate that the respondents have agreed on a positive way for women managers organizing skill.

### 4.3.3 Respondents opinion towards Women Manager Communication skill

Table 4.3.3 Respondents opinion towards Women Manager Communication skill

ID.No	Statement								Mean	Aggregate Mean
1	Women managers have good communication skill on their working environment.		<b>S</b>				<b>S</b>			<b>4.41</b>
			<b>D</b>	<b>DA</b>	<b>N</b>	<b>A</b>	<b>A</b>	<b>TOTAL</b>		
		<b>No</b>	0	7	9	11	70	97		
		<b>%</b>	0	7.2	9.3	11	72	100	<b>4.48</b>	
2	Women managers can clearly transmit their message or information to another person		<b>S</b>				<b>S</b>			<b>4.41</b>
			<b>D</b>	<b>DA</b>	<b>N</b>	<b>A</b>	<b>A</b>	<b>TOTAL</b>		
		<b>No</b>	0	0	9	32	56	97		
		<b>%</b>	0	0	9.3	33	58	100	<b>4.25</b>	
3	Women are good in making formal and informal communication.		<b>S</b>				<b>S</b>			<b>4.41</b>
			<b>D</b>	<b>DA</b>	<b>N</b>	<b>A</b>	<b>A</b>	<b>TOTAL</b>		
		<b>No</b>	0	17	22	58	17	97		
		<b>%</b>	0	18	23	60	18	100	<b>4.58</b>	
4	Women managers can friendly communicate with their employees		<b>S</b>				<b>S</b>			<b>4.41</b>
			<b>D</b>	<b>DA</b>	<b>N</b>	<b>A</b>	<b>A</b>	<b>TOTAL</b>		
		<b>No</b>	0	7	20	70	7	97		
		<b>%</b>	0	7.2	21	72	7.2	100	<b>4.42</b>	
5	Women managers are able clearly to guide their employees		<b>S</b>				<b>S</b>			
			<b>D</b>	<b>DA</b>	<b>N</b>	<b>A</b>	<b>A</b>	<b>TOTAL</b>		

	<b>No</b>	0	5	5	31	56	97	
	<b>%</b>	0	5.2	5.2	32	58	100	<b>4.29</b>

Source: Survey 2019

On the above Table 4.3.3 the questions are categorized under communication as an element of directing in a managerial function. The first one is “Women managers have good communication skill on their working environment”. Here 72.2% of the respondent strongly agreed , 11.3% agreed , 9.3% were neutral where as the remaining 7.2% disagreed. The mean value is 4.48 which an indication for agreeing on this point.

For “Women managers can clearly transmit their message or information to another person” 57.7% strongly agreed, 33% agreed and the rest 9.3% were neutral. The mean value is 4.25 hence can be deduced that the respondents agreed on “women managers can clearly transmit their message or information to another person”

For “Women are good in making formal and informal communication” 17.5% of the respondent strongly agreed, 59.8% agreed, 22.7 % neutral and the rest 17.8% disagreed. The mean value is 4.58 thus the respondents strongly agreed that women are good in making formal and informal communication.

For “Women managers can friendly communicate with their employees”7.2% of the respondent disagreed, 20.6% were neutral whereas 72.2 % and 7.2% agreed and strongly agreed respectively. The mean value is 4.42 and hence the respondents agreed on “ women managers can friendly communicate with their employees

For the last question under this category which is, “Women managers are able clearly to guide their employees” 5.2% of the respondent disagreed and the same number of respondent amounting 5.2 % were neutral whereas 32% and 57.7% agreed and strongly agreed respectively. The mean value is 4.29 and therefore the respondents agreed on this question.

The mean aggregate for this category is 4.41, consequently, it can be deduced that the respondents have indicated a positive response by agreeing on women manager Communication

skill.

### 4.3.4 Respondents View towards Women Managers Supervised Skill

Table 4.3.4 Respondents View towards Women Managers Supervised Skill

ID.No	Statement								Mean	Aggregate Mean
1	Women managers wisely supervise Challenging works		<b>S</b>	<b>DA</b>	<b>N</b>	<b>A</b>	<b>S</b>	<b>TOTAL</b>		<b>2.55</b>
		<b>No</b>	0	54	38	0	5	97		
		<b>%</b>	0	56	39	0	5.2	100		
2	Women managers support employees when they face problems on their work		<b>S</b>	<b>DA</b>	<b>N</b>	<b>A</b>	<b>S</b>	<b>TOTAL</b>		<b>2.53</b>
		<b>No</b>	20	30	27	16	4	97		
		<b>%</b>	21	31	28	17	4.1	100		
3	Women managers friendly supervise their employees		<b>S</b>	<b>DA</b>	<b>N</b>	<b>A</b>	<b>S</b>	<b>TOTAL</b>		<b>2.66</b>
		<b>No</b>	12	40	26	7	12	97		
		<b>%</b>	12	41	27	7.2	12	100		
4	Women managers properly monitor their employees while they are supervising them		<b>S</b>	<b>DA</b>	<b>N</b>	<b>A</b>	<b>S</b>	<b>TOTAL</b>		<b>2.56</b>
		<b>No</b>	18	37	17	20	5	97		
		<b>%</b>	19	38	18	21	5.2	100		
5	Women managers are good at make Suring that work is performed according to orders and instructions		<b>S</b>	<b>DA</b>	<b>N</b>	<b>A</b>	<b>S</b>	<b>TOTAL</b>		<b>2.56</b>
		<b>No</b>	20	40	12	13	12	97		
		<b>%</b>	21	41	12	13	12	100		

Source: Survey Questioners 2019

From the above Table 4.3.4 it can be referred that for “Women managers wisely supervise Challenging works” 5.2% of the respondent strongly disagreed whereas 39.2% and 55.7% were neutral and disagreed respectively. The mean value is 2.55 and as a result, it can be taken as the respondents have reservations on women managers wisely supervise challenging works.

For “Women managers support employees when they face problems on their work” 20.6% of the respondents strongly disagreed, 30.9% of the respondents disagreed, 27.8% of the respondents were neutral, 16.5% agreed whereas the rest 4.1% strongly agreed. The mean value is 2.53 and



thus it can be deduced that the respondents disagreed on this point.

For “Women managers friendly supervise their employees” 12.4% of the respondents strongly disagreed , 41.2% disagreed, whereas 26.8% were neutral and the rest 7.2% and 12.4% agreed and strongly agreed respectively. The mean value is 2.66 hence it can be seen that the respondents are neutral on women managers friendly supervise their employees.

For “Women managers properly monitor their employees while they are supervising them” 20.6%of the respondent strongly disagreed,41.3% of the respondent disagreed, 12.4 % were neutral 13.4% agreed and the rest 12.4% strongly agreed. The mean value is 2.56 so it can be deduced that the respondents did agree on this point.

The aggregate mean for this category is 2.57 and therefore it can be deduced that the respondents had reservations on women managers Supervision skill.

### 4.3.5 Respondents Opinion towards Women Managers Leadership Skill

Table 4.3.5 Respondents Opinion towards Women Managers Leadership Skill

ID.No	Statement							Mean	Aggregate Mean
1	Women managers influence group activities in order to accomplish certain objectives		<b>S</b>				<b>S</b>		<b>2.65</b>
		<b>No</b>	<b>D</b>	<b>DA</b>	<b>N</b>	<b>A</b>	<b>A</b>	<b>TOTAL</b>	
		<b>%</b>	22	30	15	18	11	97	
2	Women managers are wisdomful in leading their employees		<b>S</b>				<b>S</b>		<b>2.64</b>
		<b>No</b>	<b>D</b>	<b>DA</b>	<b>N</b>	<b>A</b>	<b>A</b>	<b>TOTAL</b>	
		<b>%</b>	14	40	16	21	6	97	
3	Women mangers use flexible leadership styles		<b>S</b>				<b>S</b>		<b>2.68</b>
		<b>No</b>	<b>D</b>	<b>DA</b>	<b>N</b>	<b>A</b>	<b>A</b>	<b>TOTAL</b>	
		<b>%</b>	13	33	25	24	2	97	
4	Women managers use best methods of leadership that meet the objective of the organization		<b>S</b>				<b>S</b>		<b>2.54</b>
		<b>No</b>	<b>D</b>	<b>DA</b>	<b>N</b>	<b>A</b>	<b>A</b>	<b>TOTAL</b>	
		<b>%</b>	18	38	16	21	4	97	
5	Women managers have self confidence which is required from a good leader		<b>S</b>				<b>S</b>		<b>2.49</b>
		<b>No</b>	<b>D</b>	<b>DA</b>	<b>N</b>	<b>A</b>	<b>A</b>	<b>TOTAL</b>	
		<b>%</b>	21	38	14	17	7	97	

Source: Survey Questioners 2019

In the above Table 4.3.5, questions under Leadership as an element of directing in a managerial function were grouped. Referring the first question that is “Women managers influence group activities in order to accomplish certain objectives” it can be clearly seen that 22.9% of the respondent strongly disagreed , 31.3 % disagreed, 15.6 % were neutral and the remaining 18.8 % and 11.5 % agreed and strongly agreed respectively. The mean value is 2.65 hence the respondents responded neutrally on “Women managers influence group activities in order to accomplish certain objectives

For “Women managers are wisdomful in leading their employees” 6.3% strongly agreed, 21.9% agreed, 16.7% were neutral, 41.7% disagreed and the remaining 14.6% strongly disagreed. The mean value is 2.64 and hence it can be extracted that the respondents were neutral on “Women managers are wisdomful in leading their employees”.

For” Women managers use flexible leadership styles” 2.1% of the respondent strongly agreed, 25% of the respondent agreed, 26% were neutral, 34.4 % Disagreed and the remaining 13.5% strongly agreed. The mean value is 2.69 thus it can be presumed that the respondents were neutral on this point.

For”Women managers use best methods of leadership that meet the objective of the organization” ,out of the respondents 4.2 % strongly agreed, 21.9% agreed , 16.7% were neutral, where as 39.6% and 18.8% disagreed and strongly disagreed respectively. The mean value is 2.54 and therefore, it can be deduced that the respondents were neutral on this point as well.

For ”Women managers have self confidence which is required from a good leader” 7.3% of the respondents strongly agreed, 17.7% of the respondents agreed, 14.6% were neutral whereas 39.6% and 21.9 % agreed and strongly agreed respectively the mean value is 2.5and as a result it can be presumed that the respondents were neutral on” Women managers have self confidence which is required from a good leader”.

The aggregate mean value for this category is 2.609 hence it can be presumed that the

respondents were neutral on women’s leadership skill.

### 4.3.6 Respondents Opinion towards Women Managers Motivation Ability

Table 4.3.6 Respondents Opinion towards Women Managers Motivation Ability

ID.No	Statement								Mean	Aggregate Mean
1	Women managers inspire their employees to act and get the expected result		<b>S</b>							4.27
		<b>No</b>	<b>D</b>	<b>DA</b>	<b>N</b>	<b>A</b>	<b>S</b>	<b>A</b>	<b>TOTAL</b>	
			0	12	5	25	55	97		
	<b>%</b>	0	12	5.2	26	57	100			
2	Women managers who motivate their workers reduce employee’s absenteeism and turnover		<b>S</b>							4.08
		<b>No</b>	<b>D</b>	<b>DA</b>	<b>N</b>	<b>A</b>	<b>S</b>	<b>A</b>	<b>TOTAL</b>	
			0	12	3	47	35	97		
	<b>%</b>	0	12	3.1	49	36	100			
3	Women managers motivate employees to maximize their performance		<b>S</b>							4.11
		<b>No</b>	<b>D</b>	<b>DA</b>	<b>N</b>	<b>A</b>	<b>S</b>	<b>A</b>	<b>TOTAL</b>	
			0	17	0	35	45	97		
	<b>%</b>	0	18	0	36	46	100			
4	Women managers motivate other lower level co-workers to reach to the managerial levels		<b>S</b>							3.92
		<b>No</b>	<b>D</b>	<b>DA</b>	<b>N</b>	<b>A</b>	<b>S</b>	<b>A</b>	<b>TOTAL</b>	
			0	17	10	34	36	97		
	<b>%</b>	0	18	10	35	37	100			

Source: Survey Questioners 2019

In the above Table 4.3.6, questions are grouped under the category of Motivation as an element of directing in a managerial function.

Referring here for “Women managers inspire their employees to act and get the expected result” one can see that 12.4% disagreed, 5.2% were neutral, 25.8% agreed and 56.7% strongly agreed. The mean value is 4.27 and hence it can be deduced that respondents agreed on “Women managers inspire their employees to act and get the expected result”.

Whereas for “Women managers who motivate their workers reduce employee’s absenteeism and turnover”36.1% strongly agreed, 48.1 % agreed, 3.1% were neutral and the remaining 12.4% disagreed the mean value is 4.08 and thus it can be presumed that the respondents agreed on this issue.

For “Women managers motivate employees to maximize their performance”17.5% of the respondent disagreed where as 36.1% and 46.4% of the respondents agreed and strongly agreed respectively the mean value is 4.11 as a result it can be taken as the respondents agreed on “Women managers motivate employees to maximize their performance”.

Whereas for “Women managers motivate other lower level co-workers to reach to the managerial levels”17.5% of the respondents disagreed, 10.3% were neutral, 35.1% agreed and 37.1 % strongly agreed the mean value is 3.92 and thus it can be deduced that the respondents agreed on “Women managers motivate other lower level co-workers to reach to the managerial levels”.

The aggregate mean value for this category is 4.1 and as a result it can be deduced that respondents agreed on Women Managers Motivation ability.

#### 4.3.7 Respondent Perception on Women Managers Conflict Management Skill

Table 4.3.7 Respondent Perception on Women Managers Conflict Management Skill

ID.No	Statement							Mean	Aggregate Mean
1	Women managers are good at pointing out causes of conflicts		<b>S</b>				<b>S</b>		4.25
			<b>D</b>	<b>DA</b>	<b>N</b>	<b>A</b>	<b>A</b>	<b>TOTAL</b>	
		<b>No</b>	0	5	9	32	51	97	
	<b>%</b>	0	5.2	9.3	33	53	100	4.33	
2	Women managers are accepted as problem solvers when conflicts occur		<b>S</b>				<b>S</b>		4.25
			<b>D</b>	<b>DA</b>	<b>N</b>	<b>A</b>	<b>A</b>	<b>TOTAL</b>	
		<b>No</b>	0	10	9	25	53	97	
	<b>%</b>	0	10	9.3	26	55	100	4.25	
3	Women managers are capable of preventing conflict before they occur		<b>S</b>				<b>S</b>		
			<b>D</b>	<b>DA</b>	<b>N</b>	<b>A</b>	<b>A</b>	<b>TOTAL</b>	

		<b>No</b>	0	5	7	42	43	97	
		<b>%</b>	0	5.2	7.2	43	44	100	<b>4.27</b>
			<b>S</b>	<b>D</b>	<b>DA</b>	<b>N</b>	<b>A</b>	<b>S</b>	<b>A</b>
		<b>No</b>	0	5	12	42	38	97	
		<b>%</b>	0	5.2	12	43	39	100	<b>4.16</b>
4	Women managers create opportunities for their employees to manage conflicts by themselves								

Source: Survey Questioners 2019

Based on the above Table 4.3.7, regarding the item “Women managers are good at pointing out causes of conflicts”, 52.6% respondents strongly agree, 33% of respondents agreed, 9.3% respondents neutral 5.2% of respondents disagreed.. The mean value is 4.33 hence it can be presumed that the respondents agreed on “Women managers are good at pointing out causes of conflicts”

About “Women managers are accepted as problem solvers when conflicts occur” 54.6% of respondents strongly agreed, 35.8% respondents agreed, 9.3% respondents neutral 10.3% of respondents disagreed. The mean value is 4.25 So, it can be extracted that peoples believe that women managers are accepted as problem solvers when conflicts occur.

For item “Women managers are capable of preventing conflict before they occur”, 44.3% respondents strongly agreed, 43.3% respondents agreed, 7.2% respondents neutral 5.2% of respondents disagreed. The mean value is 4.27 So, it can be extracted that peoples believe that women managers are capable of preventing conflict before they occur.

About “Women managers create opportunities for their employees to manage conflicts by themselves” 39.2% of respondents strongly agreed, 43.3% respondents agreed, 12.4% respondents neutral 5.2% of respondents disagreed. The mean value is 4.16 So, it can be extracted that peoples believe that women managers create opportunities for their employees to manage conflicts by themselves.

Based on the above analysis results, the aggregate mean value for Managing Conflict as a Managerial function is 4.34. It implies that women are good at managing conflict which is one of the managerial functions of managers and most of the respondents favorably responded and have concentrated response on Managing Conflict of women managers.

### 4.3.8 Respondents Opinion on Women Managers Monitoring and Evaluation Ability

Table4.3.8 Respondents Opinion on Women Managers Monitoring and Evaluation Ability

ID.No	Statement								Mean	Aggregate Mean
1	Women managers have the ability to establish performance standards		<b>S</b>				<b>S</b>			<b>3.53</b>
			<b>D</b>	<b>DA</b>	<b>N</b>	<b>A</b>	<b>A</b>	<b>TOTAL</b>		
		<b>No</b>	5	13	19	46	14	97		
		<b>%</b>	5.2	13	20	47	14	100		
2	Women managers are able to measure the performance of their employees according to the standards and guidelines		<b>S</b>				<b>S</b>			<b>3.35</b>
			<b>D</b>	<b>DA</b>	<b>N</b>	<b>A</b>	<b>A</b>	<b>TOTAL</b>		
		<b>No</b>	8	15	14	55	5	97		
		<b>%</b>	8.2	16	14	57	5.2	100		
3	Women managers are efficient in taking corrective actions when standards are not met		<b>S</b>				<b>S</b>			<b>3.29</b>
			<b>D</b>	<b>DA</b>	<b>N</b>	<b>A</b>	<b>A</b>	<b>TOTAL</b>		
		<b>No</b>	0	27	20	45	5	97		
		<b>%</b>	0	28	21	46	5.2	100		
4	Women managers are good at monitoring that works are done timely		<b>S</b>				<b>S</b>			<b>3.28</b>
			<b>D</b>	<b>DA</b>	<b>N</b>	<b>A</b>	<b>A</b>	<b>TOTAL</b>		
		<b>No</b>	0	40	5	37	15	97		
		<b>%</b>	0	41	5	38	16	100		
5	Women have the objectivity required to evaluate business situations properly		<b>S</b>				<b>S</b>			<b>3.36</b>
			<b>D</b>	<b>DA</b>	<b>N</b>	<b>A</b>	<b>A</b>	<b>TOTAL</b>		
		<b>No</b>	0	35	5	44	13	97		
		<b>%</b>	0	36	5	45	13	100		

Source: Survey Questioners 2019

Based on the above Table 4.3.8, regarding the item “Women managers have the ability to establish performance standards”, 14.4% respondents strongly agree, 47.9% of respondents agreed, 19.6% respondents neutral 13.4% of respondents disagreed and the remaining 5.2% strongly disagreed. The mean value is 3.55. So, it can be extracted that peoples believe that women managers have the ability to establish performance standards.

About “Women managers are able to measure the performance of their employees according to the standards and guidelines” 5.2% of respondents strongly agreed, 56.7% respondents agreed, 14.7% were neutral, 15.5% respondents disagreed whereas the remaining 8.2% strongly disagreed. The mean value is 3.36. So, it can be extracted that the respondents are neutral

For item “Women managers are efficient in taking corrective actions when standards are not met”, 5.2% respondents strongly agreed, 46.4% respondents agreed, 20.6% were neutral and 27.8% respondents disagreed. The mean value is 3.29 So, it can be deduced that the respondents are neutral on this issue.

About “Women managers are good at monitoring that works are done timely” 15.5% of respondents strongly agreed, 38.1% respondents agreed, 5.2% respondents were neutral and 41.2% of respondents disagreed. The mean value is 3.28. So, it can be extracted that peoples are neutral on this issue.

For item “Women have the objectivity required to evaluate business situations properly”, 13.4% respondents strongly agreed, 45.4% respondents agreed, 5.2% of respondents are neutral and 36.1 % disagreed. The mean value is 3.32 So, it can be extracted that peoples are neutral on Women have the objectivity required to evaluate business situations properly.

The aggregate mean is 3.366 for this category hence it can be deduced that the respondents have replied neutrally on Women managers monitoring and evaluation ability.

#### **4.3.9 Respondent Awareness on Women Managers Problem Solving Skill**

Table 4.3.9 Respondent Awareness on Women Managers Problem Solving Skill

ID.No	Statement							Mean	Aggregate Mean			
1	Women are capable of logical and technical abilities when they handling cases		<b>S</b>	<b>DA</b>	<b>N</b>	<b>A</b>	<b>S</b>	<b>TOTAL</b>	4.28	4.23		
		<b>No</b>	0	5	5	45	42	97				
		<b>%</b>	0	5.2	5.2	46	43	100				
2	Women managers use their skill and wisdom to solve complex problems		<b>S</b>	<b>DA</b>	<b>N</b>	<b>A</b>	<b>S</b>	<b>TOTAL</b>	4.23		4.23	
		<b>No</b>	0	12	5	29	51	97				
		<b>%</b>	0	12	5.2	30	53	100				
3	Women have a good problem solving quality when several options are not available		<b>S</b>	<b>DA</b>	<b>N</b>	<b>A</b>	<b>S</b>	<b>TOTAL</b>	4.19			4.23
		<b>No</b>	0	17	0	28	52	97				
		<b>%</b>	0	18	0	29	54	100				
4	Women managers are believed to solve the progress of problems before they exacerbate		<b>S</b>	<b>DA</b>	<b>N</b>	<b>A</b>	<b>S</b>	<b>TOTAL</b>	4.2			
		<b>No</b>	0	12	0	42	43	97				
		<b>%</b>	0	12	0	43	44	100				

Source: Survey Questioners 2019

From the above Table 4.3.9, it can be referred that for” Women are capable of logical and technical abilities when they handling cases” 5.2% of the respondent are neutral and disagreed whereas,46.4% and 43.3% agreed and strongly agreed respectively. The mean value is 4.28 and so it can be extracted that peoples believe that Women are capable of logical and technical abilities when they handling cases.

For “Women managers use their skill and wisdom to solve complex problems” 12.4%of the respondent are disagreed, 5.2% of the respondents were neutral, 29.9% agreed whereas the rest 52.6% strongly agreed. The mean value is 4.23 so it can be extracted that peoples believe that Women managers use their skill and wisdom to solve complex problems.

For “Women have a good problem solving quality when several options are not available” 17.5% of the respondent disagreed and the rest 28.9% and 53.6% agreed and strongly agreed respectively. The mean value is 4.19 so it can be extracted that peoples believe that Women have a



good problem solving quality when several options are not available.

For “Women managers are believed to solve the progress of problems before they exacerbate” 12.4% of the respondent disagreed, 43.3% agreed and the rest 44.3% strongly agreed. The mean value is 4.2 it can be extracted that peoples believe that Women managers are believed to solve the progress of problems before they exacerbate.

The aggregate mean value for this category is 4.23 hence it can be presumed that the respondents have replied positively by agreeing on women managers Problem Solving Skill

#### 4.3.10 Respondents Opinion on Women Managers Decision Making Skill

Table 4.3.10 Respondents Opinion on Women Managers Decision Making Skill

ID.No	Statement							Mean	Aggregate Mean
1	Women managers make rational decision that to solve organizational problems		<b>S</b>				<b>S</b>		<b>2.26</b>
		<b>No</b>	24	44	15	8	6	97	
		<b>%</b>	25	45	16	8.2	6.2	100	
2	Women managers are capable of making regular and emergency decisions		<b>S</b>				<b>S</b>		<b>2.6</b>
		<b>No</b>	14	39	25	10	9	97	
		<b>%</b>	14	40	26	10	9.3	100	
3	Women take calculated risk while making important decisions		<b>S</b>				<b>S</b>		<b>2.48</b>
		<b>No</b>	20	33	25	15	4	97	
		<b>%</b>	21	34	26	16	4.1	100	
4	Women managers are capable of making decisions that have long term impact		<b>S</b>				<b>S</b>		<b>1.91</b>
		<b>No</b>	37	46	0	14	0	97	
		<b>%</b>	38	47	0	14	0	100	

Source: Survey Questioners 2019

In the above Table 4.3.10, questions under Decision making as a Managerial function were grouped. Referring the first question that is “Women managers make rational decision that to solve organizational problems” it can be clearly seen that 6.2% of the respondent strongly agreed, 8.2 % agreed, 15.5 % were neutral and the remaining 45.4 % and 24.7 % disagreed and strongly disagreed respectively. The mean value is 2.26 and hence it can be presumed that the respondents replied unfavorably by disagreed on “Women managers make rational decision that to solve organizational problems”.

For “Women managers are capable of making regular and emergency decisions” 11.4% strongly disagreed, 40.2% disagreed, 25.8% were neutral and the remaining 10.3% and 9.3% agreed and strongly agreed respectively. The mean value is 2.6 and so it can be extracted that peoples believe that women managers are not capable of making regular and emergency decisions.

For “Women take calculated risk while making important decisions” 20.6% of the respondent strongly disagreed, 34% disagreed, 25.8 % were neutral and the remaining 15.5% and 4.1%% agreed and strongly agreed respectively. The mean value is 2.49 and so it can be extracted that peoples do not believe that women take calculated risk while making important decisions.

For “Women managers are capable of making decisions that have long term impact” 38.1% strongly disagree, 47.4% of the respondent disagreed and 14.4% agreed. The mean value is 1.9 and so it can be extracted that peoples don't believe that women managers are capable of making decisions that have long term impact.

The aggregate mean value for this category is 2.315 and hence it can be deduced that the respondents have unfavorable response on Decision making skill.

Interview questions conducted to answer research questions number 4 of the study i.e. the major problems that women face at a managerial position. To collect the necessary data with regard to the above mentioned questions interview was conducted for female team leaders and female managers.

A total of 14 female leaders at a managerial position were interviewed regarding the major problems that women face at a managerial position and the major problems that hinder women managers to exercise their responsibilities. Their response is analyzed as follows.

i) What type of challenge you observe women managers face?

- Even though the government is putting a lot of effort to eradicate the cultural bias on females, there remains a lot of work to be done and hence the attitude of the society remains still a challenge.
- Female managers have more responsibilities to handle family and social affairs than men do, which in turns affects the time that the female can spent on her job as the man does.
- Female managers are obviously subject to maternity leave, which for at least one time would be as long as 4 months absence on her job. This scenario makes them less favorable than their fellow men managers.

ii) What are the necessary managerial skills that make women managers successful in their position?

The following managerial skills are mentioned in the interviews:-

Understanding the organizational system, problem solving technique, program evaluation; motivate techniques, effective communications, forming and managing effective teams.

iii) What are the major problems that you face when exercise your responsibilities

- On a decision where aggressive approach is required, the male subordinates fail to accept this, due to the cultural bias, whereas the same workers still try to follow the instruction when it comes from the male in managerial position, which directly affects the performance of the female.
- Furthermore, the male managers hardly believe in the performance of the female hence do not show any confidence on the decision the female leaders make.

iv) In your opinion, what type of skills do woman manager need to be a good leader?

The following managerial skills are mentioned, which they think have the qualities and believe that it is mandatory to have to be good manager:-

Communication skills, Decision making, Directing, supervision, monitoring, motivating and evaluation.

From the interview as well as the questionnaire it can be deduced that on the managerial functions especially on the decision making both the subordinates and the female managers believed that there is a problem. From the subordinates point of view female managers lack the quality on the decision making whereas from the managers point of view the managers face resistance from the employees due to cultural bias.

## CHAPTER FIVE

### FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

This chapter presents the summary of findings from which conclusions drawn and that would precisely answer the basic research questions of the study and a recommendation to the case study company is forwarded.

#### 5.1 summary of Findings

The paper tries to analyze the employee attitude towards the managerial job performance of female managers with respect to these measured managerial functions such as planning, organizing, communication, directing, supervision, leadership, motivation, managing conflict, monitoring, evaluating, problem solving and decision making.

***With respect to Planning:*** The aggregate mean value for planning as a managerial function was found to be 3.34 which implies that women are neutral at planning.

***With respect to Organization:*** The aggregate mean for this category was found to be 3.9 which

indicate that the respondents have agreed on a positive way for women managers organizing skill.

***With respect to Communication:*** The mean aggregate for this category was found to be 4.41, consequently, it can be deduced that the respondents have indicated a positive response by agreeing on women manager Communication skill.

***With respect to Supervision:*** The aggregate mean for this category was found to be 2.57 and therefore it can be deduced that the respondents have unfavorable attitude towards women on managers Supervision skill.

***With respect to Leadership:*** The aggregate mean value for this category was found to be 2.6 hence it can be presumed that the respondents have unfavorable attitude on women leadership skill.

***With respect to Motivation Ability:***The aggregate mean value for this category was found to be 4.1 and as a result it can be deduced that respondents agreed on Women Managers Motivation ability.

***With respect to Managing Conflict:***The aggregate mean value for Managing Conflict as a Managerial function was found to be 4.25. It implies that women are good at planning which is one of the managerial functions of managers and most of the respondents favorably responded

***With respect to Monitoring and Evaluation:*** The aggregate mean for this category was found to be 3.366 hence it can be deduced that the respondents are neutral on Women managers monitoring and evaluation ability

***With respect to Problem Solving:*** The aggregate mean value for this category was 4.23 hence it can be presumed that the respondents have replied positively by agreeing on women managers Problem Solving Skill

***With respect to Decision Making:*** The aggregate mean value for this category is 2.315 and hence it can be deduced that the respondents have a reservation on Decision making skill.

## **5.2 Conclusions**

The roles of females have an inevitable contribution for a diversified development of the country. They can contribute with their care for the family and society, generating ideas, money, and

effort; undertaking responsibilities on their areas of business and involve in leadership positions regardless of their gender. The issue of female's equality is not limited to our country Ethiopia; but is also the concern of Africa, and the World as well. The studies made about female leaders in various countries also indicate the worldwide existence of the female's equality issue, and this issue is given a serious attention in many countries of the world.

Owing to the efforts being taken by the government and the organizations to support female, the desired result, despite lagging behind, is under process to be achieved. In the case of Abyssinia Bank, where the number of females in managerial positions is very few (only 14 out of 63), the attitude towards the existing female managers in a managerial position with respect to ten managerial functions has been evaluated.

This study was mainly aimed at studying attitude of employees' towards female managers at managerial position in Abyssinia Bank context. In order to identify the attitude level of workers towards female managers' job performances, the study also had distributed questioners and conduct interview to the concerned bodies of the bank (female managers on managerial positions).

As shown in the summary of major findings, the aggregate mean values ranged from 2.36 – 4.41, and it can be shown that employees have a favorable attitude for the managerial functions such as organization, communication, motivating, managing conflict, problem solving and for the managerial functions such as planning, monitoring and evaluation the employees have a neutral attitude. Total aggregated mean of for all managerial functions are 3.508 it indicated that employees have favorable attitude toward their female managers managerial job performances.

However, employees have unfavorable attitude towards female managers with respect to supervision, leadership and decision making.

Among the measured managerial functions, the employees' response tends to show that managerial function with respect to communication was a highly favored quality of the female manager's quality with an aggregate mean of 4.41, whereas managerial function with respect to decision making was the list favored of the female manager's quality with an aggregate mean of 2.315. The possible reason for the negative attitude on the decision making is due to the fact that the female managers couldn't show their skills on this managerial function as the employee

below them expect them to do which implies that the employee have a negative attitude on decision making of female managers on managerial positions.

The data collected from female managers via interview about the major problems that women face at a managerial position and the major problems that hinder women managers to exercise their responsibilities includes the cultural bias on woman, female managers have more responsibilities with regard to social ties and families which in turn will affect the time spent on their job as the male managers and naturally females will go through pregnancy, which will make them absent for a considerable time. In light of this, females are less favorable for the position that they really deserve. Furthermore it is indicated that Understanding the organizational system, problem solving technique, program evaluation; motivating techniques, effective communications, forming and managing effective teams are the skills that are required for female managers to be successful in their position.

### **5.3 Recommendations**

The recommendation is directed to Abyssinia Bank superiors and subordinates; it also tries to address the management of the enterprise as a whole. Therefore to change the attitude of superiors (the manager of female leaders), subordinates and the management as a whole the following recommendations are forwarded.

- The Bank should conduct training or experience sharing programs by inviting female managers for male employees who have less favorable attitude to accept that managerial responsibility is not a matter of gender, it is a matter of qualification. An equally qualified female for managerial positions as the male should be equally accepted by the employees in the position.
- Seminars, psychological training, induction program and other motivational course of action should be conducted by the organization (The Bank) to empower female managers in managerial positions in every managerial function.
- Different encouragement programs for female leaders should be designed and conducted to boost female leader confidence in managerial positions.
- Affirmative Action should be considered for females to give them a better opportunity to

compete for promotion of managerial positions.

- By creating awareness, the workers tend to believe in what they are seeing, instead of what they have always been told about females. Once the attitude of the workers is changed, so would the attitude of the enterprise as a whole.

#### **5. 4 Direction for future study**

As this paper was written focusing only Abyssinia Bank head office, the author would like to recommend

- 1) The study should be carried in all branches of Abyssinia Bank with a wide population size to have a better figure on the attitude of employees on females who are on managerial positions
- 2) The study should also expand to other Banks and enterprises to see the attitude of employees on female managers throughout the country.



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**Appendix I: Distributed Questionnaire**

**ST MARY'S UNIVERSITY**  
**SCHOOL OF GRADUATE STUDIES**  
**MASTERS OF GEN.BUSINESS ADMINSTARATION**

Questionnaire to be filled by the employee of Abyssinia Bank S.C.

Dear Respondent's: This questionnaire is prepared by a post graduate student from St Mary's University, School of Graduate studies, for the purpose of studying the attitude of employee's toward the managerial job performance of female managers in your Bank. Your genuine and timely response is essential for the success of the study. Therefore, I kindly request your co-operation and I assure you the confidentiality of your responses.

Instruction;

- No need of writing your name

Part I: Demographic Character of the respondent

- Put "X" on the space provided which reflect your opinion.

1. Gender Women  Male
2. Age: <=30  31-40  41-50  >=51
3. Marital Status:  married  Other

4. Education Level:  Diploma  
 BA/BSc Degree  
 Master's Degree  
 Others

5. Work Experience 0-5  0  1  2  3  4  5

6. Job Position:-----  
 -

**Part II: Opinion on Employee attitude toward Women managers**

Please read each statements carefully and show the extent of your agreement on the statements by putting “√” or “X ”Strongly Disagree =1Disagree =2Neither Agree or Disagree =3Agree =4Strongly Agree =5

2.1. Planning as a Managerial function

No.	Statements	1	2	3	4	5
1	Women managers are able to identify the task to be done and to achieve the objectives of the plan.					
2	Women managers are able to formulate an idea of how to work on a particular task.					
3	Women are good at setting plans which can be conducted in a specific period of time.					

2.2. Organizing as a Managerial function

No.	Statements	1	2	3	4	5
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1	Women could make organizational structures that fit with its objectives.					
2	Women managers can wisely organize their company resources.					
3	Women managers clearly define the authority of their employees.					
4	Women managers are good at putting the right person on the right job in different departments based on the skill and experience of an employee.					

### 2.3. Communication as an element of directing in a managerial function

No.	Statements	1	2	3	4	5
1	Women managers have good communication skill on their working environment.					
2	Women managers can clearly transmit their message or information to another person.					
3	Women are good in making formal and informal communication.					
4	Women managers can friendly communicate with their employees.					
5	Women managers are able clearly to guide their employees.					

### 2.4. Supervision as an element of directing in a managerial function

No.	Statements	1	2	3	4	5
1	Women managers wisely supervise Challenging works.					
2	Women managers support employees when they face problems on their work.					

3	Women managers friendly supervise their employees.					
4	Women managers properly monitor their employees while they are supervising them.					
5	Women managers are good at make Suring that work is performed according to orders and instructions.					

2.5. Leadership as an element of directing in a managerial function

No.	Statements	1	2	3	4	5
1	Women managers influence group activities in order to accomplish certain objectives.					
2	Women managers are wisdomful in leading their employees.					
3	Women mangers use flexible leadership styles.					
4	Women managers use best methods of leadership that meet the objective of the organization.					
5	Women managers have self confidence which is required from a good leader.					

2.6. Motivation as an element of directing in a managerial function

No.	Statements	1	2	3	4	5
1	Women managers inspire their employees to act and get the expected result.					
2	Women managers who motivate their workers reduce employee's absenteeism and turnover.					
3	Women managers motivate employees to maximize their performance.					
4	Women managers motivate other lower level co-workers to reach to the managerial levels.					

## 2.7. Managing Conflict as a Managerial function

No.	Statements	1	2	3	4	5
1	Women managers are good at pointing out causes of conflicts.					
2	Women managers are accepted as problem solvers when conflicts occur.					
3	Women managers are capable of preventing conflict before they occur.					
4	Women managers create opportunities for their employees to manage conflicts by themselves.					

## 2.8. Monitoring and evaluation as a Managerial function

No.	Statements	1	2	3	4	5
1	Women managers have the ability to establish performance standards.					
2	Women managers are able to measure the performance of their employees according to the standards and guidelines.					
3	Women managers are efficient in taking corrective actions when standards are not met.					
4	Women managers are good at monitoring that works are done timely.					
5	Women have the objectivity required to evaluate					



	business situations properly.					
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### 2.9. Problem Solving as a Managerial function

No.	Statements	1	2	3	4	5
1	Women are capable of logical and technical abilities when they handling cases.					
2	Women managers use their skill and wisdom to solve complex problems.					
3	Women have a good problem solving quality when several options are not available.					
4	Women managers are believed to solve the progress of problems before they exacerbate.					

### 2.10 Decision making as a Managerial function

No.	Statements	1	2	3	4	5
1	Women managers make rational decision that to solve organizational problems.					
2	Women managers are capable of making regular and emergency decisions.					
3	Women take calculated risk while making important decisions.					
4	Women managers are capable of making decisions that have long term impact.					

Thank you for your precious time!!!

Appendix II interview Questions

#### **Interview Questions for superior and Female Leaders**

1. What type of challenge you observe women Managers face?
2. What are the necessary skills that make women Managers successful in their position?
3. What are the major problems that you face when exercise your responsibilities?

4. By your opinion, what type of skills do female manager need to a good leader?