



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

**DETERMINANTS OF WORKER'S ATTITUDE TOWARDS FEMALE
MANAGERS: THE CASE OF BANK OF ABYSSINIA**

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Title: - Determinants of worker's attitude towards female manager: the case of bank of Abyssinia

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Abstract:

The purpose of this study was to examine the determinants of workers' attitudes toward female managers in the Bank of Abyssinia, focusing on the impact of gender stereotypes, workplace diversity, and demographic factors. Despite increasing gender inclusivity in management, negative attitudes toward female leaders persist, often rooted in deep-seated societal norms and stereotypes. These perceptions can hinder the effectiveness of female managers, limit opportunities for career advancement, and contribute to workplace inequality. A mixed-methods research approach was employed, combining both qualitative and quantitative research techniques. Primary data were collected from 110 employees across 23 branches of the Bank of Abyssinia in Addis Ababa using structured questionnaires. The data were analyzed using descriptive statistics, independent t-tests, and multiple linear regressions to determine the relationship between worker demographics, perceptions of female leadership, and prevailing gender biases. The findings indicate that while many employees recognize the leadership capabilities of female managers, gender stereotypes continue to shape perceptions. The study highlights the need for targeted organizational policies to challenge biases, promote leadership diversity, and foster a more inclusive workplace. By addressing these issues, organizations can enhance the effectiveness of female managers, improve workplace relationships, and create equitable professional environments. This research contributes to the broader discussion on gender equality in

leadership by identifying barriers to female managerial success and providing actionable recommendations for improving employee perceptions.

Keywords: *Workers' attitudes, female managers, gender stereotypes, workplace diversity, leadership perception, gender equality*

1. INTRODUCTION

This study investigates the determinants of workers' attitudes toward female managers in the Bank of Abyssinia. Despite increasing gender inclusivity in management, female leaders continue to face challenges influenced by gender stereotypes, workplace dynamics, and individual perceptions. This research aims to identify the factors shaping employee attitudes and assess their impact on managerial effectiveness, workplace relationships, and overall organizational performance.

Understanding employee attitudes towards female managers is crucial for promoting workplace gender equality and enhancing leadership effectiveness. Negative perceptions can limit women's career progression, reinforce discriminatory practices, and affect organizational performance. This study provides empirical evidence on factors shaping attitudes toward female leadership in Ethiopia's banking sector, offering actionable recommendations for fostering an inclusive and diverse work environment. By addressing these issues, organizations can enhance managerial effectiveness, improve workplace dynamics, and contribute to broader efforts towards gender equity.

Research questions and objectives are clearly defined, focusing on understanding the relationship between gender stereotypes, workplace diversity, and workers' attitudes toward female managers. The study aims to identify the key factors influencing these attitudes, assess their impact on managerial effectiveness, and explore differences in perception based on demographic characteristics such as age, education level, and job position.

The significance of the study is underscored, noting its potential benefits for the Bank of Abyssinia, its employees, and the broader Ethiopian banking sector. Understanding these attitudes is crucial for fostering inclusive workplace policies, improving leadership diversity, and ensuring equal opportunities for female managers. The research aims to provide actionable insights for organizations to address gender biases, enhance

leadership effectiveness, and promote a more equitable work environment, ultimately contributing to the broader understanding of gender dynamics in managerial roles.

2. Materials and Methods

This section provides a detailed description of the design, approach, procedures, materials, participants, data collection tools, analysis, model and ethical considerations of the study.

Research Design

The study utilized both descriptive and explanatory research designs are adopted to assess and analyze the determinants of workers' attitudes toward female managers. Descriptive research design is utilized to summarize and interpret data, providing a clear overview of how employees perceive their female leaders. Explanatory research design, on the other hand, seeks to identify and explain relationships and causal factors that shape these attitudes.

Research approach

The research approach which is used for this study is a mixed-methods approach integrating both qualitative and quantitative research techniques to provide a comprehensive understanding of the determinants of Worker's attitudes towards female managers. Quantitative Research method used to quantify the attitudes of respondents towards female managers by generating numerical data. This data can be statistically analyzed to reveal patterns, trends, and correlations in attitudes. Qualitative Research method used to gain deeper insights into employees' experiences and opinions.

Data type and sources of data

The study utilize both primary and secondary data source. The primary data was collected through questionnaires. The secondary data will be obtained through document analysis to supplement the primary data. A number of books, journals and articles and bank portal.

Data Collection Tool

Structured questionnaires were used to collect data from employees of the Bank of Abyssinia. The gathered data was analyzed using descriptive statistical techniques such as tables, graphs, frequency distributions, and percentages to identify patterns and trends in workers' attitudes toward female managers.

Participants and Sampling Techniques

The target population comprised employees of the Bank of Abyssinia across 23 branches in Addis Ababa. A total of 110 employees participated, selected using a census survey method to ensure comprehensive representation of workers' attitudes toward female managers.

Method of Data Analysis

Both descriptive and inferential statistics were employed. Descriptive statistics, such as frequency, percentages, and mean scores, were used to summarize the data. Inferential statistics, multiple linear regression analysis, were used to examine relationships between dependent and independent variables.

Model specification

This study uses a regression model to explore the relationship between workers' attitudes towards female managers (dependent variable) and independent variables: demographic factors, gender stereotypes, perception of female managers, workplace diversity and inclusion, and leadership style. The model is formulated as:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Where Y represents workers' attitudes, and X1 to X4 are the independent variables. The model helps understand how these factors influence workers' attitudes towards female managers.

Ethical consideration

The study will adhere to ethical guidelines by informing respondents about the study's purpose and the use of their data. Information collection will be conducted with strict confidentiality, ensuring participants' anonymity to create a safe and open environment for sharing their views. Participants will be made aware that their involvement is voluntary and that they can freely provide information at any time.

3. Results and Discussion

3.1. Descriptive statistics

Demographic Information of respondent

The majority of respondents (65.5%) are male, while 34.5% are female, indicating fewer female workers in the bank. Most respondents (67.3%) are below the age of 30, with 30% aged 31-40 and only 2.7% aged 41-50. Marital status shows that 65.5% are married, and 34.5% are single, which may influence work-life balance and professional attitudes. Regarding education, 57.3% hold a BA/BSc degree, and 42.7% have a master's degree, reflecting a highly qualified workforce. Most respondents (79.1%) are in non-managerial positions, while 20.9% hold managerial roles. Additionally, 67.3% have less than 5 years of experience, 25.5% have 6-10 years, and only 7.3% have 11-20 years, indicating a relatively new workforce.

The findings indicate that respondents generally hold positive attitudes toward female managers, particularly regarding their competency ($M = 3.95$, $SD = 0.882$) and effectiveness in decision-making ($M = 3.79$, $SD = 0.858$). There is strong agreement that female managers positively contribute to organizational culture ($M = 4.07$, $SD = 0.751$), though some variability exists in how respondents perceive their leadership abilities. Notably, respondents acknowledge that negative attitudes toward female managers can impact job performance ($M = 3.80$, $SD = 0.956$), suggesting that workplace bias remains a challenge.

In terms of perceptions, female managers are widely recognized for their strengths in organizing resources ($M = 4.01$, $SD = 0.748$) and creating supportive work environments ($M = 3.96$, $SD = 0.789$). However, some respondents express uncertainty regarding their self-confidence ($M = 3.80$, $SD = 0.855$) and conflict resolution skills ($M = 3.73$, $SD = 0.957$). The ability of female managers to handle large projects ($M = 3.69$, $SD = 1.123$) received the lowest mean score, with a high standard deviation, indicating considerable disagreement among respondents.

Gender stereotypes continue to influence perceptions, with moderate agreement that stereotypes affect how female managers are viewed ($M = 3.58$, $SD = 1.160$). While respondents largely believe that empathy and relationship-building skills align with

leadership roles ($M = 3.84$, $SD = 0.841$), opinions are more divided on whether pregnancy impacts leadership effectiveness ($M = 3.46$, $SD = 1.163$). There is stronger consensus that household management skills translate well into professional leadership ($M = 3.89$, $SD = 0.805$), indicating a shift toward valuing traditionally feminine traits in managerial roles.

The role of workplace diversity in fostering a positive organizational culture is strongly supported, with high agreement that gender diversity improves performance ($M = 4.25$, $SD = 0.710$) and enhances workplace inclusivity ($M = 4.05$, $SD = 0.817$). However, while many respondents recognize the benefits of gender equality, some remain hesitant about its direct impact on innovation ($M = 3.89$, $SD = 0.902$), suggesting that more exposure to female-led initiatives may be needed.

Female managers still face significant workplace challenges, with respondents agreeing that they encounter more obstacles than their male counterparts ($M = 3.73$, $SD = 0.928$). However, there is optimism about career growth opportunities ($M = 4.04$, $SD = 0.801$) and balancing professional responsibilities ($M = 4.06$, $SD = 0.849$), suggesting that workplace policies supporting gender equity are having a positive effect. Despite this, variability in responses to the recognition of female managers' contributions ($M = 4.02$, $SD = 0.867$) indicates that implicit biases may still affect their visibility and advancement.

Table 1 Independent t-test

Group Statistics					
	Gender	N	Mean	Std. Deviation	Std. Error Mean
Attitude about Female Managers	Male	72	3.7500	.63218	.07450
	Female	38	4.1974	.44705	.07252

Source (survey result 2024)

The independent t-test results show a statistically significant difference in attitudes toward female managers between male and female respondents. Female respondents (Mean = 4.19) scored significantly higher than males (Mean = 3.75).

3.2. Regression analysis

Table 2 Anova

ANOVAa						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	23.072	3	7.691	46.118	.000b
	Residual	17.676	106	.167		
	Total	40.748	109			

Source (survey result 2024)

a. Dependent Variable: Attitude about Female Managers

b. Predictors: (Constant), Work place diversity, Gender stereotype, Perception of female managers

The ANOVA results confirm that workplace diversity, gender stereotypes, and perception of female managers significantly influence attitudes toward female managers. The total sum of squares (40.748) represents the overall variance in attitudes, while the regression sum of squares (23.072) indicates that more than half of this variance is explained by the three independent variables. The residual sum of squares (17.676) accounts for the remaining variance, suggesting that other factors not included in the model also play a role.

The model's degrees of freedom (df = 3 for regression, 106 for residual, and 109 total) reflect the number of predictors and observations. The mean square for regression (7.691) is significantly larger than the mean square for residuals (0.167), highlighting the model's strong explanatory power. The high F-value (46.118) further supports the conclusion that the predictors have a significant collective impact on attitudes toward female managers.

The p-value (0.000) confirms the statistical significance of the model, meaning there is strong evidence that workplace diversity, gender stereotypes, and perceptions of female managers meaningfully shape attitudes toward female leadership. This underscores the importance of fostering inclusive workplace policies, addressing stereotypes, and improving perceptions to create a more supportive environment for female managers.

Model Summary of Regression Analysis

Table 3 Model summary

Model Summary					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.752 ^a	.566	.554	.40836	1.991

Source (survey result 2024)

a. Predictors: (Constant), Work place diversity, Gender stereotype, Perception of female managers

b. Dependent Variable: Attitude about Female Managers

The model summary shows a strong positive correlation ($R = 0.752$) between the predictors and workers' attitudes toward female managers. This indicates that workplace diversity, gender stereotypes, and perception of female managers significantly influence these attitudes.

With $R^2 = 0.566$, the model explains a significant portion of the variance in attitudes toward female managers. The Adjusted R^2 (0.554) confirms the model's reliability, with a minimal difference from R^2 , indicating the predictors are relevant.

The Standard Error of the Estimate (0.40836) reflects precise predictions with some variation. Overall, workplace diversity and perceptions of female managers are key in shaping attitudes, while additional factors may still contribute. The Durbin-Watson value in this study is 1.991, which is very close to 2. Indicating that there is no significant autocorrelation in the residuals.

Table 4 Regression Analysis of Coefficient

Variables		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.579	.295		1.961	.053

	Perception of female managers	.293	.115	.300	2.550	.012
	Gender stereotype	.155	.098	.150	1.578	.117
	Work place diversity	.409	.100	.388	4.077	.000

Source (survey result 2024)

The regression analysis reveals that perception of female managers and workplace diversity significantly influence attitudes toward female managers, while gender stereotypes do not have a statistically significant effect.

The constant (0.579, $p = 0.053$) suggests that the baseline attitude toward female managers is not significantly different from zero when all independent variables are excluded. The perception of female managers ($\beta = 0.293$, $p = 0.012$) has a moderate positive impact, indicating that as employees develop more favorable views of female managers, their overall attitude toward them improves. The standardized beta coefficient (0.300) confirms this moderate effect.

In contrast, gender stereotypes ($\beta = 0.155$, $p = 0.117$) do not significantly predict attitudes toward female managers. While the positive coefficient suggests a potential influence, the lack of statistical significance and the low standardized beta (0.150) indicate that stereotypes alone may not strongly shape employees' attitudes.

The most influential factor is workplace diversity ($\beta = 0.409$, $p = 0.000$), which has a highly significant and strong positive impact on attitudes toward female managers. The standardized beta coefficient (0.388) is the highest among the predictors, highlighting the critical role of inclusive work environments in shaping acceptance and support for female leadership.

Overall, these findings emphasize the importance of improving perceptions of female managers and promoting workplace diversity to foster more positive attitudes toward female leadership, while also indicating that reducing gender stereotypes alone may not be sufficient without broader cultural and organizational changes.

4. Conclusion

This study examined the determinants of workers' attitudes toward female managers in the Bank of Abyssinia, focusing on gender stereotypes, workplace diversity, and

perceptions of female leadership. The findings reveal that while many employees acknowledge the competence and effectiveness of female managers, persistent gender biases still influence workplace attitudes. The results indicate that workplace diversity plays a crucial role in shaping positive attitudes, with employees in inclusive environments demonstrating greater acceptance of female leadership. Additionally, perceptions of female managers significantly impact attitudes, suggesting that direct exposure to female leadership helps dispel misconceptions and fosters a more supportive work culture. However, gender stereotypes, while acknowledged, did not emerge as a statistically significant predictor of attitudes, indicating that broader cultural and organizational efforts are needed to fully address bias. Demographic factors also influence attitudes, with male employees generally displaying less favorable perceptions of female managers compared to their female counterparts. Additionally, employees with prior experience working under female managers showed more progressive views, highlighting the importance of representation and mentorship.

5. Recommendation

- **Focus on Changing Negative Attitudes:** Prioritize programs that shift negative perceptions of female managers. Showcase successful female leaders and reward their performance to inspire change.
- **Training and Experience Sharing:** Organize training sessions where successful female managers share their leadership journeys, particularly for male employees with less favorable attitudes. Promote that leadership effectiveness is based on competence, not gender.
- **Conduct Awareness Programs:** Implement seminars, psychological training, and motivational activities to challenge gender stereotypes and promote diversity.
- **Empower Female Employees:** Introduce leadership workshops and mentorship programs to boost the confidence of female employees and encourage them to see themselves as capable leaders.
- **Enhance Organizational Culture:** Integrate gender equity strategies into the organization's culture, with clear policies for gender equality, inclusive recruitment, and promotion practices.

- **Address Employee Concerns:** Facilitate open forums for female managers to voice their challenges and collaboratively work on solutions for a more supportive workplace.
- **Promote a Gender-Equitable Workplace:** Establish measurable goals for increasing female representation in leadership and celebrate diversity milestones publicly.
- **Continuous Monitoring and Feedback:** Regularly assess employee attitudes through surveys and feedback mechanisms to monitor the effectiveness of gender equity initiatives.

6. Future research direction

- **Expand to All Branches of the Bank of Abyssinia:** Extend the study to all branches of the Bank of Abyssinia across Ethiopia, with a larger population size, to obtain a more comprehensive understanding of employees' attitudes toward female managers. This will improve the generalizability of the findings.
- **Include Other Banks and Sectors:** Broaden the research scope to other banks and enterprises within the financial sector to assess employee attitudes toward female managers in different organizational and cultural contexts across the country.
- **Regional and Cross-Cultural Analysis:** Conduct research in various regions of Ethiopia, incorporating diverse cultural and societal norms, to explore how regional differences affect attitudes toward female managers.
- **Comparative Studies:** Compare attitudes and challenges faced by female managers in public and private sector organizations, identifying unique opportunities and best practices for fostering gender equality

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