

Employee's Attitude Towards Women Leaders at CIB.

Addis Ababa University

College of Education and Behavioral Studies

School of Psychology



Employee's Attitude Towards Women Leaders at the Ethiopia Federal Police Crime
Investigations Bureau

By: Abiy Legesse

Advisor: Mulat Asnake (PhD)

Aug. 2021

Addis Ababa Ethiopia

Employee's Attitude Towards Women Leaders at CIB.

Employee's Attitude Towards Women Leaders at the Ethiopia Federal Police Crime
Investigations Bureau

A Thesis submitted to the School of Psychology, Addis Ababa University, in partial fulfillment
of the requirements for the Masters of Art degree in Social Psychology

By: Abiy Legesse

Advisor: Mulat Asnake (PhD)

Aug. 2021

Addis Ababa Ethiopia

Employee's Attitude Towards Women Leaders at CIB.

Addis Ababa University

College of Education and Behavioral Studies

School of Psychology

Employee's Attitude Towards Women Leaders at the Ethiopia Federal Police Crime
Investigations Bureau

By: Abiy Legesse

Approval of Board of Examiners

1. Advisor

Name _____ Signature _____ Date _____

2. Internal Examiner

Name _____ Signature _____ Date _____

3. External Examiner

Name _____ Signature _____ Date _____

Aug. 2021

Addis Ababa Ethiopia

Declaration

I the undersigned declare that this thesis is my original work, has not been presented for a Degree in any other university and that all sources of materials used for the thesis have been duly acknowledged.

Name Abiy Legesse

Signature _____

Date _____

Acknowledgements

Most importantly, I want to offer my most profound thanks to my Advisor **Dr. Mulat Asnake** for his selfless dedication, constructive feedback and patience for the completion of this thesis from the beginning to the final stage. Without your valuable advice and regular follow-up, this study would have not been completed.

At the same time, I would like to thank Melaku Tamirat and Temesgen, who provided constructive feedback and translated the WAMS instrument from English into Amharic (local language).

I would also like to thank the research participants who are willing to participate and the staff for their coordination in collecting the necessary research data. I really appreciate your time, the detailed information and all the personal and professional advice you gave me.

List of acronyms and Abbreviations

CAC- Cotation Assistee en continu

CEO- Chief executive officer

CFO-Chief financial officers

CIB-Crime investigation bureau

FDRE- Federal Democratic Republic of Ethiopia

HPR-House of people representatives

HR-Human Resource

IPU-International Parliament Union

OECD- Organization for Economic Co-operation and Development

UN- United Nation

WAMS- Woman as Managers Scale

MAWWWS- multidimensional aversion to women who work scale

WDR-World Development Report

Abstract

The purpose of this study was to assess the employee's attitude towards women leaders at Ethiopia federal police crime investigations bureau. For this study quantitative research design were selected. The total numbers of participants were 300, of which 203 were males and 97 were females were selected through systematic random sampling method. The quantitative data were gathered through questionnaire. Accordingly, 300 questionnaires were distributed to employees and all were returned with 100% response rate. Collected data analyzed through (SPSS) version 20. The collected data were analyzed using frequencies, percentage, one-way ANOVA and linear Regression. The finding of the study indicates the participants have a negative attitude toward female leaders. Male respondents have a negative attitude than female. Civil servants have a positive attitude than military (police officers). On the other hand, intercept (P-value 0.000, CI (2.254; 3.548)), gender (P-value 0.002, CI (0.071; 0.307)) and education background of the respondents (P-value 0.052, CI (-0.119; 0.001)) were statistically significant at .5% of level of significance. Besides, One-way ANOVA results indicate that gender, age and position are statistically associated with attitude at 5% of level of significance. Based on the findings of the study, the researcher made suggestion for cultural dominance and recommendations that can be utilized as a further spotlight on how we might improve our society's present gender-related attitude in general.

Table of contents

Declaration	i
Acknowledgements	ii
List of acronyms and Abbreviations	iii
Abstract	iv
Table of contents	v
List of tables	viii
List of figures	viii
Chapter one	1
Introduction	1
1.1. Background of the study	1
1.2. Statement of the problem	2
1.3. Research questions	5
1.4. Objectives	5
1.4.1. General objectives of the study	5
Specific objectives of the study	5
1.5. Significance of the study	6
1.6. Delimitation	7
1.7. Operational Definitions of terms	8
Chapter Two	9
Literature review	9
2.1. Overview of women leaders and managers	9
2.2. Attitude of employees towards women leaders	14
2.3. Theories of Attitudes	16
2.3.1. Social identity theory	18
2.3.2. Social cognitive theory	20
2.3.3. Social role theory	22
2.4. Socio demographic factors and attitudes towards women leaders	24
2.4.1. Gender	24

2.4.2. Age	26
2.4.3. Education	27
2.4.4. Working experience	28
2.4.5. Types of employees	28
2.4.6. Positions of employees	29
2.5. Conceptual framework	30
Chapter three	31
Methodology	31
3.1. Design	31
3.2. Study setting	31
3.3. Population, sampling and sampling size	32
3.3.1. Population	32
3.3.2. Sampling and sampling size	33
3.4. Data Collection Tool	36
3.5. Procedures of data collections	37
3.6. Methods of data analysis	37
3.7. Pilot test	38
3.8. Validity test	42
3.9. Ethical considerations	42
Chapter Four	43
Result	43
4.1. Introduction	43
4.2. Demographic characteristics of the respondents	44
4.3. Analysis of attitude level based on demographic data	47
4.3.1. Attitude level Vs. Gender	48
4.3.2. Attitude level Vs. Age	48
4.3.3. Attitude level Vs. Work experience	49
4.3.4. Attitude level Vs. Educational background	49
4.3.5. Attitude level Vs. Employees position	49
4.3.6. Attitude level Vs. Employees type	50
4.3.7. Attitude level Vs gender of immediate leader	50

4.4.	Regression Model analysis based on demographic data	51
4.5.	Analysis of WAMS mean scores	52
4.6.	One-way ANOVA model.....	54
4.7.	Model of diagnostics	56
Chapter five.....		57
Discussion.....		57
5.1.	Attitude of employees towards women leaders generally.....	57
5.1.1.	General attitude of respondents	57
5.1.2.	Attitude level Vs. Gender	58
5.1.3.	Attitude level Vs. Age.....	58
5.1.4.	Attitude level Vs. Educational achievement.....	59
5.1.5.	Attitude level Vs. Working experience.....	60
5.1.6.	Attitude level Vs. Positions.....	60
5.1.7.	Attitude level Vs. Type of employees.....	61
5.1.8.	Attitude level Vs. Gender of immediate leader	62
Chapter six		63
Summary, conclusion and Recommendation		63
6.1.	Summary	63
6.2.	Conclusion.....	66
6.3.	Recommendations	67
References.....		69
Appendix A- English version Questionnaire		72
Appendix B- Amharic version questioner		76
Appendix C- Descriptive statistics mean of WAMS		80
Appendix C - Descriptive Statistics mean of WAMS		Error! Bookmark not defined.
Appendix D- Data collection phase		82
Appendix E – Summery statistics of the pilot study participants		83
Appendix F –distribution of participants		84
Appendix G-Model of diagnostics.....		86
Appendix H –Summary statistics of Respondents view towards assess the employee's attitude towards women leaders (n = 300) 2021 survey		88

List of tables

<i>Table 1</i> Description of leaders	33
<i>Table 2</i> Reliability of the test items	41
<i>Table 3</i> Number of respondents	43
<i>Table 4</i> demographic characteristics of the respondents	44
<i>Table 5</i> General attitude of employees towards women leaders.....	47
<i>Table 6</i> Employees attitude towards women leaders based on gender	48
<i>Table 7</i> Employees attitude towards women leaders based on age groups	48
<i>Table 8</i> Employees attitude towards women leaders based on employees type.....	50
<i>Table 9</i> Employees attitude towards women leaders based on gender of immediate leader	50
<i>Table 10</i> Regression model analysis based on demographic data	51
<i>Table 11</i> the mean score of favorable and unfavorable worded items	53
<i>Table 12</i> ANOVA: Gender with attitude (n= 300)	54
<i>Table 13</i> ANOVA: Age with attitude (n=300)	55
<i>Table 14</i> ANOVA: Position with attitude (n=300).....	55

List of figures

<i>Figure 1</i> conceptual frame work	30
<i>Figure 2</i> Sample of questioners during data collection	82
<i>Figure 3</i> Histogram Normal distribution curve	86
<i>Figure 4</i> Normal P.P Plot regression standardized residual	86
<i>Figure 5</i> scatterplot	87

Chapter one

Introduction

1.1. Background of the study

According to Seble (2003:15), the head of the family in the early stages of human existence, that is, in primitive societies, was a woman who assumed all family responsibilities and duties. This leadership role, however, did not last long. Women were demoted to a lesser societal position as a result of the partition of society into classes and the establishment of the state. Women have been obliged to shoulder a dual burden in some form or another since this period. The social and marital structures were to blame for this burden. Women's lower status can be traced back to the establishment of the state and the growth of religion.

Women still aspire to carry leadership positions altogether areas of governance within the public and personal sectors, but most of them don't hold high positions they apply for (Ali, Kranz Gul , Assad, Johansson & Mogren, 2011).

The absence of gender equality in management is a key issue for Africans. For example, in politics, women represent only one seventh of parliamentarians, one tenth of cabinet ministers and one twentieth of governments (Organization for Economic Cooperation and Development, OECD; 2015).

Cited by Alexander Preko (2012), attitude has a great influence on staff behavior. This created an environment in which male subordinates did not effectively follow leader's instructions in the workplace. Sometimes male subordinates will politely reject instructions from superiors. Even with the same qualifications and achievements as men, women are considered disadvantaged in

terms of skills and achievements. These stereotypical attitudes are often reflected in evaluation and promotion, and put women at a disadvantage and cannot be promoted (Eagly and Carau, 2001).

Many women's lives remain quite backward, especially in terms of being permitted access to well-paid vocations or leadership positions, due to differences in social systems and cultures in many countries. Women police personnel in the Ethiopian Federal Police (EFP) are now denied the option to hold senior ranks or high-ranking leadership positions (Yilma, 2010)

Therefore, because of stereotypical attitude the police organization are not give the right attention for women leaders, It is critical to understand attitude concerns so that we can try to increase positive outcomes while limiting negative ones. Consequently, the reason for this examination is principally pointed toward contemplating a positive (favorable) attitude of employees towards female leaders in Ethiopia Federal Police Crime Investigations bureau.

1.2. Statement of the problem

According to (Silvestri, 2003), the general challenge to reach the elite group is reflected if there is no research on police leaders. On the other hand, there is no research on women's police leaders; it can be described in their low numbers in their organization. (Silvestri, 2003) "The women of the role of police leadership can contribute significantly to the objective of the organizational reform in vigilance" cited by (Osterland M., and Haake U, 2010) p2.

In most countries on the world, especially developing countries, few women participate in leadership positions in business, politics and society. For decades, the perception of women in most societies has not changed, because many professional women have not received the status that corresponds to them (Meaza, 2009). Violence against women continues to occur in

society. This is likewise obvious in Ethiopia, one of the non-industrial nations, which isn't yet full grown enough to acknowledge and adequately execute the idea of young female and balance their interest in Administrative roles (Delelegne and Desyebelh, 2017).

At the nation level, the Ethiopian government views gender issues as a cross-slicing issue and endeavor to guarantee that gender stereotype points of view are mainstreamed into strategy systems and projects. The public authority endeavors to empower all services and government offices to carry out approaches, techniques and plans pointed toward accomplishing gender correspondence (Meba, 2011).

Although the government has made greater efforts to improve the status of girls and to allow women to hold leadership positions, there is no continuous and consistent trend in implementation in most government organizations. Thinking about these conditions, a few analysts led a study identified with the perspectives of workers under women authority towards ladies in leadership positions. (Tewodros, 2019) The outcomes show that workers under female administration have both positive and negative perspectives towards female leaders. Nonetheless, most employees keep up and show negative perspectives towards female directors (Tewoderos, 2019).

As per a fundamental examination led by researches on Ethiopian shipping employees' mentalities towards female leaders, it is negative, and they think it is negatively. Ladies might not have the potential and abilities to stay aware on track.

Female leaders do not have enough ability to make decisions, nor do they assume their own responsibilities. Female leaders don't have any trust in their choices and activities. As the outcome specialist demeanor toward women manager is ominous and they are subverted by employees due to their gender stereotype Ayal (2017). Indeed, even ongoing research shows

that ladies actually fall behind when involving top administration positions. This shows an absence of thoughtfulness regarding gender stereotype issues and raises the horrible mentalities of subordinates towards female innovators in the association.

Apparently, Ethiopia has not led a research to survey the perspectives of subordinates and bosses towards ladies in administrative positions (particularly the mentalities of leaders that most examinations overlook).

Therefore, this investigation attempts to bridge the gap through the attitude of employees towards female leaders in the context of the Crime Investigation bureau of the Ethiopian Federal Police. There are many reasons why researchers need to study employee attitudes. One of them is a reform that is carried out in Ethiopia now a day. After the reform began, our Prime Minister tried to assign 50% of ministerial positions to women leaders in an equitable way. This is the first time, so the second is that the women leaders of the Crime Investigation Bureau occupy managerial positions very low, representing almost 22.3% (HR report 2021).

Additionally the Federal police commission has a newspaper that published two times in a month. In this newspaper they have a profile page talk with a model leaders and model members of the organization. Almost all the time bring the male leaders as model. These indicate the organization cannot give attention for women and women leaders.

Although in this newspaper there is another page, women's children and youth page that leads by federal police women's and children directorate most of the time it talks about legal cases than women and women leaders.

1.3. Research questions

The research attempts to address the accompanying inquiries:

1. What is the prevalence attitude of employees in Crime Investigation Bureau towards women leaders?
2. How the attitudes of employees toward women leaders vary by the age, gender, work experience, level of education, positions, type of employees between civil and military (police officers) and gender of immediate leaders?.

1.4. Objectives

1.4.1. General objectives of the study

The overall target of this research is to know the demeanor of employees towards women leader in Ethiopia Federal Police Crime Investigations Bureau. Under this overall level headed, the study has intended to accomplish the accompanying explicit goals.

Specific objectives of the study

- To distinguish whether the employees have favorable or unfavorable perspectives towards ladies pioneers.
- To investigate the impact of age, gender, work experience, and level of education on attitudes toward female leaders.
- To identify the association between leaders' gender and employees' attitudes on women leaders.
- To see if there was a link between employee categories and their attitudes about female leaders.

1.5. Significance of the study

This study is contribute to female leaders working in Ethiopia Federal Police Crime Investigations Bureau, assisting them with understanding that attitude of employees towards them could weather positive or negative. Due to an old established conviction the negative attitude could occur with no explanation. This ought to thus propel the female leaders to show out their capacity as a leader, there by changing the negative attitude of workers.

Furthermore, the study is thought to contribute to the country's present reform, which includes equal opportunities for women in terms of training, employment, and administrative positions. It accelerates development in a method that focuses on changing the public's attitude toward women leaders.

The research could likewise overlay the path for additional study on the impact of disposition on the presentation level of female managers and subsequently track for conceivable solution for change, decrease even take out the negative mentality It is additionally expected to be helpful to all concerned gatherings or other Ethiopia Federal government public area to concentrate on those determinate factors of demeanor towards female administrative capability to plan a proper technique on the issues. Also, the usage of the exploration is stretching out to researchers and callings inside the space.

It will minimize the negative mentality of employees or any people have. It very well may be an apparatus for additional study in the space of mentality towards female administrative skill lastly hope to overlay the route for additional investigation for track for conceivable solution for change the laborers through the impact of demeanor on the exhibition level of female leaders.

It is also thought that paying attention to the characteristics of women leaders' attitudes will benefit all parties involved in developing an effective intervention program or strategy on the challenges. It will also act as a data source for schools, the media, and other groups, as well as researchers and policymakers.

1.6. Delimitation

The study geographically delimited to Federal police crime investigation bureau Addis Ababa, Ethiopia. This assessment focused on disposition of employees towards women pioneers by taking Ethiopia Federal Police Crime Investigations office as a case. CIB have different branches in our country example Adama, Bahirdar, Jigjiga, Gambela and Awash Arba. Asosa, Hawasa etc. so, the researcher is also limited in constructing and taking targeting concerned respondents i.e. only considering all employees who work under federal police crime investigation bureau main office. The study include both civil and military (police officer) employees.

In this study only employees 'age, gender, working experience, level of education, position, employees type (Civil and military) and gender of immediate leader were considered. Be that as it may, more prominent exertion is applied to incorporate adequate number of exploration members from every Ethiopia Federal Police Crime Investigations Bureau.

1.7. Operational Definitions of terms

Attitude: is a good (positive) or ominous (negative) thought about women leaders of crime investigation bureau.

Leaders: in this research, is characterized as a person who is accountable for a specific gathering of task and involve positions that means team leaders, coordinators, Head of divisions, deputy directors and directors.

Employees: in this context, any level of works who works in Federal Police Crime Investigation Bureau both police officers and civil servants.

Police: Are the Ethiopian Federal police members (officers) who work under the Federal Police Crime Investigation Bureau (CIB).

Civil: in this study employees who works in Ethiopian Federal Police Crime Investigation Bureau as a civil servants.

Chapter Two

Literature review

2.1. Overview of women leaders and managers

Within the police organization also as in many other occupations, women are underrepresented at leadership level. Albeit women within the police are increasing in number, they still face difficulties in reaching managerial positions and also are a target for harassment and discrimination (Somvadee & Morash, 2008)

One of the most dramatic changes in recent decades has been the increasing prominence of women in positions of leadership. Compared to ever before, in more countries around the world, more and more women provide leadership in government, businesses, higher education, non-profit organizations and other areas of life been true in the past (Keohane, winter 2020).

When women do get into leadership positions, it tends to be in certain sorts of organizations. Again, a synthesis of public administration research and management research on organizations more generally provides an evidence for this phenomenon. (Smith, 2015)

Existing female executives in Bangladeshi government agencies feel that qualifications, not gender, determine leadership acceptance. Positive attitude, on the other hand, is more closely linked to educational level and type, past experience with female bosses, and generational mindset. New ones are more optimistic since education is more widely available and global information is more readily available. The family influences the

success of female leaders as well. The mentality and support of your spouse might either increase or decrease your chances of success.

In terms of their measurement of efficiency Management science is more subjective. Women are better suited to some types of occupations than men. The gender role represents a positive image of a specific sort of profession that is centered in the office and does not demand travel or additional physical strength. For example: - accountant. In some specific types of jobs that requires comparatively excess mechanical and physical tasks gender role reflects negative perception, for example engineering.

The organization's top leadership is more responsible for the resulting mentality. The rule is set by the example they set in terms of behavior and perceptions of women management. Enhancing citizen morals and social security can empower women to work more diligently, allowing them to take on critical leadership roles. Female managers, to some extent, prefer female superiors. Alternative preferences are also discovered, thus this isn't a significant trend. The superior community in Bangladeshi government offices has an overall good attitude, but the perception is not solid since the community's response is inconsistent. Women's leadership is likewise viewed favorably by subordinates in Bangladeshi government offices. Even so, there is no constant or significant level of acceptability (Muhaiminul, 2016).

Even though both communities ideally have a good attitude about women leadership in government organizations in Bangladesh, there is a little discrepancy in opinions between superiors and subordinates. As superiors shape corporate culture, positive attitudes

regarding women in leadership are gradually funneled through the company to the lower levels.

There are some evident differences in how men and women see women leadership. Female respondents have more positive sentiments toward women leadership. Even if a favorable perception exists, the data dispersion shows that it is not consistent in the sample, which is to be expected in the population.

In Bangladesh, the general attitude toward women in positions of leadership in government organizations is favourable. However, the viewpoint is incongruent. As a result of the conversation, it might be concluded that the population lacks experience with strong female leadership or that the magnitude of women's participation in this field has not yet been fully recognized (Muhaiminul, 2016).

Leadership

The leader defines or articulates goals for a group of people and collectively conveys the energy of the group members to pursue those goals. "(Keohane, winter 2020)

Leadership usually involves the exercise of power and formal legitimacy that has advantages during the tenure of a government agency or large organization. Maintaining authority in this way provides clear opportunities for leadership. However, we may want too many men and women who call leaders have no authority, and not everyone who holds a position in a formal office can be a leader. (Keohane, winter 2020)

According to Sikdar & Mitra, (2008) cited by (Tsion, 2018) the leadership literature determines different leadership styles according to the leader's positioning of tasks and

personnel. Transactional leadership behavior is related to leaders paying more attention to tasks and not caring about people. "Behavior related to genetics is characteristic of transactional leadership" (that is, the behavior of staff includes speaking confidently, influencing others and initiating male tasks). Transformational leadership behavior is related to the leader's high regard for people. It is characterized by focusing on the relationship and emotional behavior with people, and is related to the "common attributes" of women. Community behavior at work includes paying attention to the well-being of others (that is, descriptions of kindness, compassion, sensitivity, and caring), helping others, accepting guidance from others, and maintaining relationships.

Leaders can define or clarify goals by issuing executive orders or memos, decrees, fatwas or tweets, passing laws, prohibiting orders, or proposing motivational ideas during colleague meetings. Leaders can mobilize people's power through subtle and silent persuasion, coercive threats, or the use of lethal force. Sometimes a charismatic leader like Martin Luther King Jr. can set goals and use words and behavior to mobilize energy. (Keohane, winter 2020).

Leadership can be the interaction by which an individual impacts the musings, mentalities and practices of others (Yalem, 2011). The pioneer sets the course for most of us. They help us see what anticipates us; they assist us with imagining what we will accomplish; they cheer us up and cheer us up.

Leadership is the ability to urge people to try to do important things that they could not otherwise do. Inspire people to move towards their goals. Yukl (2006, p.8) leadership is defined as "the process of congratulating others and encouraging individuals and collectives to achieve common goals, thereby affecting others' understanding and consensus." Leadership

is not a position or a person, but a process of influence, usually aimed at mobilizing people to change their values, attitudes, methods, behaviors, and ideologies. (Mery, 2006)

A recent study of "adaptive leadership" explored how to exercise leadership with less power (formal power comes from position). Scholars interested in adaptive leadership specialize in complex public policies and community issues. The tasks of leadership may involve, for example, supporting groups to face reality and assume responsibility, create opportunities, and inspire aspiring leaders to encourage social learning or solve the problem sustainably. . In this version, the leader is less likely to go ahead and tell followers what to do, and more likely to act in groups from the inside, in the middle, and sometimes on the edge or from below.

Therefore, leadership can be exercised by people in the middle or foundation of the organization, either by people without formal authority, or by executive directors and the prime minister. These leadership views are consistent with what feminists say. For example, in Susan Carroll's feminist analysis of political leadership, he defined effective leaders as ``people who empower others to act for their own benefit, rather than induce others to act in harmony with their goals. "(Sinclair, 2012)

In the leadership department, there is almost no difference between men and women. Ambition varies by gender. Research has shown that women progress as well as men and are ambitious for development and care. The researchers found that the glass ceiling phenomenon prevents women from being promoted to priority status. Many people have noticed and explored this invisible obstacle (Gatrell and Cooper 2007). The labyrinth metaphor describes women who reach high positions through negotiations within the organization (Eagly and Carly, 2007).

2.2. Attitude of employees towards women leaders

Attitudes towards women in management can be explained by the theory of sexual objectification (Fredrickson & Roberts, 1997), which assumes that many women are sexually objectified and regarded as objects cherished by others.

Sexual objectification happens when a woman's body or a part of her body is trained and removed from her, and it is primarily considered as a man's physical object to achieve sexual desire (Bartky, 1990). The idea highlights that people's negative attitudes against women's management stem from the following facts: (Meba, 2011) claiming that women are not leaders, but rather tools to help men achieve their objectives (Fredrickson & Roberts, 1997).

Although the number of leaders in management positions has steadily increased, it is estimated that they are still less than 15% of the world's top management positions (According to a United Nations assessment from 2009). These figures illustrate that many senior female executives operate in a male-dominated setting. Many authors have questioned why women are underrepresented among CEOs, particularly senior executives.

Powell (2008) examined the reasons behind women's underrepresentation in management roles and discovered that one of the factors is people's negative perceptions regarding women in management positions. According to Powell (2008), people's negative attitudes regarding women in management roles stem from their underperformance when elected as leaders in male-dominated organization.

As a means of promoting more women in managerial positions, Inglehart and Norris (2009) A study was carried out to find out how ordinary people view the character of women and its relation to women's attitudes towards managerial positions. The results show that, compared

to men, a large number of men believe that women have poorer managerial qualities. Compared with women, the fact that more men have negative attitudes towards women in management reflects this. A positive relationship was found between the sense of integrity and the positive attitude towards women in management.

Askar and Ahmad (2003) investigated the factors that influence managerial attitudes toward female in a variety of businesses. The research results show that the attitude towards female directors is positive. It was found that the gender of the participants has a great influence on the attitude towards women in management. Compared with men, women support women more in management. When examining the relevant material, however, the impact of religion varies in its impact on the development of views toward women in management, and attitudes about women in managerial roles are invariably inconsistent between men and women (Arkorful, Doe and Agyemang 2014).

Similarly, former researchers in Western countries have mainly conducted research on leadership integrity and attitudes towards women in managerial positions. Due to the lack of research on Ethiopian women's attitudes towards management and integrity, it is questionable whether Western research results can be used in non-Western countries such as Ethiopia. For example, Individualistic connections are common in Western countries, but communal ties are common in African countries. Therefore, more research is needed to dispel doubts about whether Western research is applicable in the Ethiopian context of employees' attitudes towards female leaders.

2.3. Theories of Attitudes

Scholars defined views as a general and painful evaluation of objects that our musings, sentiments, as well as activities toward persons, circumstance, and thinking are influenced by (Kenneth and Irwin, 2008). Eagly and Mladinic (1989) also focused on the evaluative inclination of disposition that was associated with some measure of favor or disgrace for the assessed body. These evaluative proclivities have psychological, emotional, and behavioral parts (Roy and Eli, 2010).

The cognitive part centers around people groups' considered the mindset object, whereas the emotional and social components focus on people's attitudes and feelings toward the demeanor object, as well as people's actions against the demeanor object individually (Eagly and Mladinic, 1989). Of the relative multitude of three orders of disposition, the psychological part is found important by this examination paper author to more readily clarify generalization by and large, sexual orientation generalization specifically.

Kenneth and Irwin (2008) have attempted to think of some fundamental parts of disposition. One of the most striking features of attitude is that only the person who holds it is qualified to have direct access to it. They also stated that assessing disposition in a straightforward manner is difficult; hence forth social psychologists endeavor to quantify them in a roundabout way by utilizing various methods. In addition, they accepted attitudes are most presumably gotten from a scope of encounters and impacts. For instance, comparable to fitting sexual orientation jobs, people's viewpoint is guided by the perspectives passes from one age to another through socialization specialists that incorporate guardians, companions, schools framework, TV and so forth. As a result, saying that mentalities are constantly produced from individual experience isn't always true or feasible.

Ajzen and Fishbein (1977) have argued for many years that the general example of people's reaction or behavior to the mentality item is influenced by their attitude about it.

In any event, when we examine the concept of attitudinal indicators and conduct norms, this appears to be true.

According to some researchers, the results of the attitude assessment reveal the evaluative judgments that respondents make at the time they are asked based on the evidence that is available to them (Schwarz and Strack, 1991). Norber and Gerd (2001) then again, pushed as numerous examinations affirmed perspectives are not consistent as a considerable lot of us think. In numerous issues individuals appear to hold firm attitude; however, their evaluation may change depending on the environment in which the disposition article and they are located. Others claimed that persons can have many mentalities about the same thing. yet got to various ones at various focuses in time dependent on the reason they required for (Norbert and Gerd, 2001)

The favorable or antagonistic assessment of attitude objects is profoundly associated with the evaluative, implying that people groups' grasp towards the attitude objects, as most researchers assumed. This implies that individuals who assess a mentality object with well profoundly partner it with positive credits while the negative ascribes exceptionally partner with troublesome demeanor objects (Eagly and Mladinic, 1989).

Eagly and Karau (2002) said that like numerous social, psychological cycles people insight toward certain social group, regardless of whether it is precise or mistaken creates a progression of responses that essentially shape social results. Henceforth, such inclination exceptionally adds

to the coherence of generalizations when all is said in done, sexual orientation generalizations specifically which now and again prepares for sex explicit negative reactions

The relationship proposed by Eagly and Mladinic, (1989) among generalizations and mentalities towards ladies and men should hold for people—identifies with the generalization that individuals have about the gathering of people. This thusly reflected by the disposition that individuals hold toward the two sexual orientations also. Then again, Individuals typically lend psychological and social thinking to their cliché sexual orientation ideas by crediting situational and dispositional elements, according to Dovidio et al. This proclivity contributes to the general public's existing sexual orientation stereotype attitude.

2.3.1. Social identity theory

The hypothesis of social personality proposed by Tajfel (1978) is a hypothesis of social psychology that endeavors to clarify discernment and conduct identified with bunch measures and is utilized to consider perspectives towards women leaders in associations. This hypothesis was first proposed by Tajfel (1978), trailed by Tajfel and Turner (1979). Tajfel characterizes social identity of life as "a piece of a person's self-idea, gotten from their comprehension of having a place with at least one or more groups, just as the worth and enthusiastic significance related with having a place.

As indicated by Krishnan et al. (2006), the hypothesis of social character perceives oneself saw having a place of individuals to the gathering. The self-appreciation reference manages the person's situation in the public eye. By distinguishing yourself as a gangster, you can set up a significant social personality.

Hogg and Vaughan (2002) characterize social personality in light of the fact that the person's self-idea comes from the apparent having a place with a gathering. Arrangement is the center idea of social personality hypothesis. It is an idea that people arrange each other for specific reasons (like sexual orientation, age, clan, and so on) these classes furnish us with individual personalities with those gatherings.

Nonetheless, individuals can have a place with numerous gatherings simultaneously, and depending on an individual's character can change which personality is generally significant. Contrasts between bunches are exacerbated and contrasts between bunches are thought little of or limited, supporting the characterization (Treppe, 2006). Tajfel (1981) accepts that when all individuals from the gathering acknowledge the social order, they go about as "social inclinations" and help clarify, clarify and test the conduct. Then, at that point, following the hypothesis of social personality, individuals will keep a positive social character, which takes away from their biases against the gathering (Renee and Robert, 2008).

Social personality hypothesis has numerous implications and has been applied in numerous investigations. It assumes a significant part in numerous social and social cooperations. The focal point of this examination is on the authoritative climate, and social character hypothesis predicts that specialists in organizations are accessible gatherings. The social personality hypothesis predicts that experts in an organization will meet in groups; men and women, leaders and subordinates, but this is frequently done unknowingly in the hierarchical setting that is the focus of this study. People may have different attitudes toward one another depending on the order. as anticipated by friendly character hypothesis. From another point of view, affirming with female administrators that they are working really hard can influence representatives' perspectives toward them.

2.3.2. Social cognitive theory

Social Cognitive Theory expects that most human capacities, for example, "the interests and capacities that individuals develop, the profession ways they follow, and their view of themselves and of others are managed by social sex generalizations "(Bandura, 1989) P. 32

Individuals' generalized sexual orientation points of view influence how they observe and decode their experiences, as well as how they use their capacities and possibilities (Bem, 1981; Betz and Hackett, 1986; Spence and Helmreich, 1978, cited in Bandura, 1989).

In the field of social intellectual hypothesis, the idea of sexual orientation and job conduct is viewed as the result of a wide-running social impact network that capacities in the family framework and other social frameworks found in day by day life. Subsequently, the hypothesis upholds the diverse idea of sex job transmission models and the turn of events and deep rooted elements of human existence (Bandura, 1989).

Bandura (1989) expressed that sex improvement is advanced through three primary methods of impacting. The primary method of passing on sex related data is demonstrating. Models are those notable individuals who introduce themselves in friendly, instructive, and proficient conditions, just as in media that give widespread jobs and practices identified with sexual orientation. The subsequent method to help get sexual orientation related practices is positive experience, which is identified with learning the aftereffects of one's own behavior. The third method of impacting is through direct training. This model can be a typical method to teach individuals about different types of sexual orientation related practices (Bandura, 1989). Bandura added that the overall effect of the three models relies upon self-awareness and social experience.

Social intellectual hypothesis accepts that most human capacities, for example, "the interests and capacities that individuals develop, the vocation ways they follow, and their view of themselves and of others, are controlled by social sexual orientation types (Bandura, 1989, p. 32) Stereotypical sex points of view that individuals are accustomed to affecting how they see and decipher their own encounters and how they utilize their capacities and potential (Bem, Betz and Hackett, 1986; Spence and Helmreich, 1978, as depicted by Bandura, 1989).

In the field of social discernment hypothesis, sexual orientation ideas and job practices are viewed as the result of broad organizations of social impact found in the day by day life and working in families and other social frameworks Gender The multi-layered model of transmission of character and advancement and capacity for the duration of the existence of human existence (Bandura, 1989).

Bandura (1989) expressed that sexual orientation advancement is advanced through three principle types of impact. The main model used to pass on sexual orientation related data is this model. These good examples are significant figures who give general sex related jobs and practices in friendly, instructive, and proficient settings, just as in the media. The second way that assists with getting practices identified with sexual orientation is positive experience, which includes gaining from the consequences of one's activities. The third method to impact is through direct training. This model is a typical method of illuminating and showing individual's different types of sex related practices (Bandura, 1989). Bandura added that the overall effect of the three models relies upon self-improvement and social experience.

2.3.3. Social role theory

Social role theory is perhaps the most relevant hypothetical systems and clarifies why the vast majorities have certain cliché perspectives towards various social groups. At the point when individuals are confronted with an unreasonable number of people in various family and public jobs, make them property these parts to character characteristics and prepare to keep up generalizations of these gathering individuals (Eagly and Steffen, 1984).

Social role theory made "the conviction of social perceivers in gatherings of people in the public arena, gotten from their involvement in bunch individuals in average social roles" (Koenig and Eagly, 2014, p. 371). The generalization of ladies as open is that they are caring and really focusing on others, while men are specialists, which implies that they are sure and persuaded to finish various undertakings (Eagly and Steffen, 1984) are average social roles considered in numerous societies.

Eagly and Stefen (1984) expressed that as long as there are sexual orientation explicit social roles, individuals' generalizations of sex will keep on existing (Eagly and Steffen, 1984). For instance, when taking a gander at a larger number of ladies than men in paid and neglected work including childcare, perceivers accept that ladies have basic attributes, like social affectability, excitement, and feeling, or are accepted to have the option to meet their necessities. . All in all, when social perceivers watch those gathering individuals assume certain social parts more than individuals from different gatherings; deduce bunch individuals 'conduct; and summed it up to the whole individuals from the gathering (Koenig and Eagly, 2014).

Eagly and Karau (2002) said that when individuals are approached to portray ladies, they are discussing their expressive capacities, like feeling, feeling, and warmth. All in all, they anticipate

that women should be "sentimental, loving, understanding, soft, talkative, gentle, and feminine." Instead, they depict men as far as their characteristics as apparatuses, like usefulness, vivacious, and solid.

In framing a generalization, much of the time, social perceivers will truly consider what they consider to be regular gathering practices. Social perceivers likewise notice these practices in everyday life, including occupation, family, companionship, extra energy, and other social roles identified with it (Koenig and Eagly, 2014). Seeing people assume various parts invigorates generalizations of social experts, driving them to presume that since people (men and women) have various attributes and characteristics, they can assume their part more than the other gender (Diekmann, Eagle and Kulesa) 2002).

The disguise of the perceiver and the conviction that the limit and character ascribes required playing out specific exercises moved by a particular gathering of people commonly come from the perception of the individuals from the particular gathering who take an interest in these exercises (Eagly and Steffen, 1984). For instance, if perceivers continually notice ladies really focusing on kids, they may imagine that these are qualities important for really focusing on kids, like feeling and warmth, which are more common attributes of ladies than men (Eagly and Steffen, 1984). Essentially, scientists have tracked down that social perceivers just clarify and sum up the attributes and qualities of people by noticing their interest in every day exercises (Diekmann and Eagly, 2000, referred to from Diekmann, Eagley and Kulesa, 2002).

Social perceivers are frequently presented to various gender roles and kinds of conduct in the family circle or the open arena, producing cliché assumptions and advancing sexual orientation explicit practices (Diekmann, Eagle, and Kulesa, 2002). Likewise, Eagle and Steffen (1984) said:

"Sexual orientation generalizations originate from the discernment that the perceiver tends to bring down female jobs than male ones.

Koenig and Eagly (2014) found in their examination on social role theory that proficient jobs (counting neglected and illicit occupations) are more significant in recognizing bunches than family jobs. This is because of the job of the occupation, through direct perception and contact with the media; its tenants are striking in their day by day life.

Subsequently, their exploration shows that attributes identified with regular social jobs showed through their calling can well foresee bunch generalizations (Koenig and Eagly, 2014). As indicated by research by Bussey and Bandura (1999), another station pointed toward fortifying existing sex generalizations is the misrepresentation of sexual orientation explicit expert parts in the TV world. As a rule, men stand firm on undeniable level situations, while ladies are basically bound to homegrown work or low-level positions (Durkin, 1985). Indeed, even in present day PC work environments, men can go about as directors and specialists, and ladies can go about as office laborers or simply tempting collaborators on PC workstations (Ware and Stuck, 1985). Subsequently, because of this generalization of people, individuals ought not be shocked in the event that they property those regular social jobs to the particular attributes of individuals from the sexual orientation bunch to keep up their sex generalized mentalities (Bussey and Bandura 1999).

2.4. Socio demographic factors and attitudes towards women leaders

2.4.1. Gender

The vast majority of the male representatives have negative and nonpartisan mentality towards them. Then again, for the most part female representatives have ideal demeanor

towards their women supervisors. It's far seen that Gender assumes a big part in figuring out the representatives' mind-set. Each male and girl people have diverse attitude toward their female managers (Jaspreet, August 2020).

With regards to estimating usefulness, the board science is more abstract. Ladies are more qualified to certain kinds of work than men. The sex job addresses a positive perspective on a specific type of work that is situated in the work environment and doesn't need travel or extra actual strength. Think about the calling of bookkeeper. Specifically sorts of occupations that require correlation, the sex position addresses negative insights.

The management science is more abstract as far as estimation of proficiency. Explicit sorts to occupations are more fit to ladies than men. Sexual orientation job reflects positive discernment in explicit sort of occupation that is focused in the workplace and doesn't need voyaging, extra actual strength model bookkeeper. Sexual orientation job reflects negative discernment in explicit sorts of occupation that requires relatively abundance physical and mechanical assignments like, designing (Muhaiminul, 2016).

The women participants have a normal attitude score of 5.73, which is extra like 6. This indicates that the women have a great ideal attitude towards women leaders than the guys, whose normal attitude rating is 5.27 (Teshahunegn Wogi Tufa, 2017).

The female employees have a positive attitude score of 5.73, which is closer to 6. This indicate that the women have a more good perspective towards women managers than the guys, whose normal mentality score is 5.27, slightly distant from 6 (Meba, 2011).

Concerning the distinction in the demeanor towards female authority among the workers of various sexes, disposition score of the female representatives is considerably higher than that of the male representatives (ATM Jahiruddin, April 2016).

With respect to the distinction in the disposition towards female administration among the representatives of various sexual orientations, demeanor score of the female workers is generously higher than that of the male representatives, which has likewise been found measurably critical by ANOVA test (F statistics 20.77, significance level .00). (Afroze, 2016).

The relative analysis between the mentalities of girls and also the perspectives of men towards female superiors shows that there's a seemingly marginal immaterial contrast to female initiative. , men show significantly more energy for leading women than women (Tewodros, 2019).

2.4.2. Age

The most youthful workers have a more ideal demeanor than the most seasoned representatives towards ladies pioneers. Those workers, whose age bunch is " ≤ 30 ", hold a normal demeanor level of 5.6, and the normal score is still better with the age group of "31-40" than those with age bunches over "41-50". There it tends to be perceived that the representatives in the most youthful age bunch will in general have a more positive demeanor than those of the most established gathering (Teshahunegn Wogi Tufa, 2017).

The more seasoned employees have a positive demeanor than the more youthful employees. Those laborers, whose age bunch is "51+", hold a normal disposition level of 5.9 and the normal score is still better with the age gathering of "41-50" than those with age bunches under 40 (Meba, 2011).

According to (Meba, 2011) by arranging of the age group of members in to two (" ≤ 35 " and " $36+$ "). There it very well may be perceived that the specialists in the more seasoned age bunch will in general have a more positive demeanor than those of the more youthful age bunch.

Relative research among various age bunch mentalities towards women leaders shows that there is a critical contrast apparent towards women authority. The mean mentality of > 50 age bunch is 3.0000 while the mean disposition of 41-50 age bunches is additionally same 3.0000. Thus, in both age bunches have a similar huge higher energy see towards female authority, yet there is marginally immaterial distinction among other age bunch for example underneath age 30 and age bunch, 31 – 40 age bunch with the mean score of 2.5816 and 2.6857 separately. Once more, the respondents their age bunch 41-50 and ≥ 50 shows a lower Standard Deviation ($x = 1.41421$) than other age groups.

This shows that the age bunch ≤ 30 and 31 - 40 have higher scattering in reactions than the age bunch 41 – 50 and ≥ 50 . This scattering shows that the reactions of youthful shift quite the reactions of more seasoned. During this way, it's assumed that more seasoned have a concentrated methodology with relation to female administration (Tewodros, 2019).

There are critical contrasts among the representatives of different age bunches in their general demeanor towards female leaders – has been acknowledged (Jahiruddin M. S., 2020).

2.4.3. Education

The normal demeanor score for the Education level variable shows a more modest incentive for every one of the classifications; however it improves with a more significant level of training (Tesfahunegn Wogi Tufa, 2017).

Perspectives level analysis of participants with various instructive foundations towards women leaders shows that there is a critical contrast towards women authority. The average disposition of Master certificate holder participants is 2.8222 while the average mentality of participants with instructive level (diploma) is 2.3750. Thus, the master degree level participants had critical higher favorable see towards female authority than participants with confirmation instructive foundation (diploma). The pattern of average score shows that when instructive level builds the disposition towards women managers improving and better (Tewodros, 2019).

The normal disposition score for the Education level variable shows a more modest incentive for every one of the classifications; however it improves with a more significant level of instruction (Meba, 2011).

2.4.4. Working experience

Working experience and age has a positive relationship; the more established specialists have a greater demeanor than the more youthful employees. Those employees, whose age bunch is "51+", hold a normal demeanor level of 5.9 and the normal score is still better with the age gathering of "41-50" than those with age bunches under 40. (Meba, 2011)

There are critical contrasts among the workers of different age bunches in their general demeanor towards female supervisors have been acknowledged. (Jahiruddin M. S., 2020)

2.4.5. Types of employees

Concerning the participants (workers) of various areas, demeanor towards female leaders has been a lot higher in the instructive establishments with a normal score of 5.10. Workers of Financial associations (Bank and protection) and wellbeing area (public and private medical facility and centers) additionally uncovers relative high score (4.84 and 4.60 individually).

Then again, representatives of different (random) private associations (going from limited scope neighborhood firms to branch workplaces of worldwide organizations) and government organization and administrations association uncovered a moderately low degree of mentality towards ladies administrators (normal score 4.04 and 4.30 separately). ANOVA test results shown recommend that there are huge contrasts among the respondents of various associations (F stat 19.62, P-value 0.00) (Jahiruddin et al, 2020).

2.4.6. Positions of employees

Subordinates in government workplaces in Bangladesh likewise have a favorable view about female leadership. Once more, the acknowledgment level is neither predictable nor solid.

There is slight distinction to sees about ladies administration in government associations in Bangladesh among prevalent and subordinates regardless of whether the two networks have ideally an uplifting outlook. As bosses set the hierarchical culture, the positive created uplifting outlooks towards ladies authority is gradually directed in the association to the downstream (Muhaiminul, 2016).

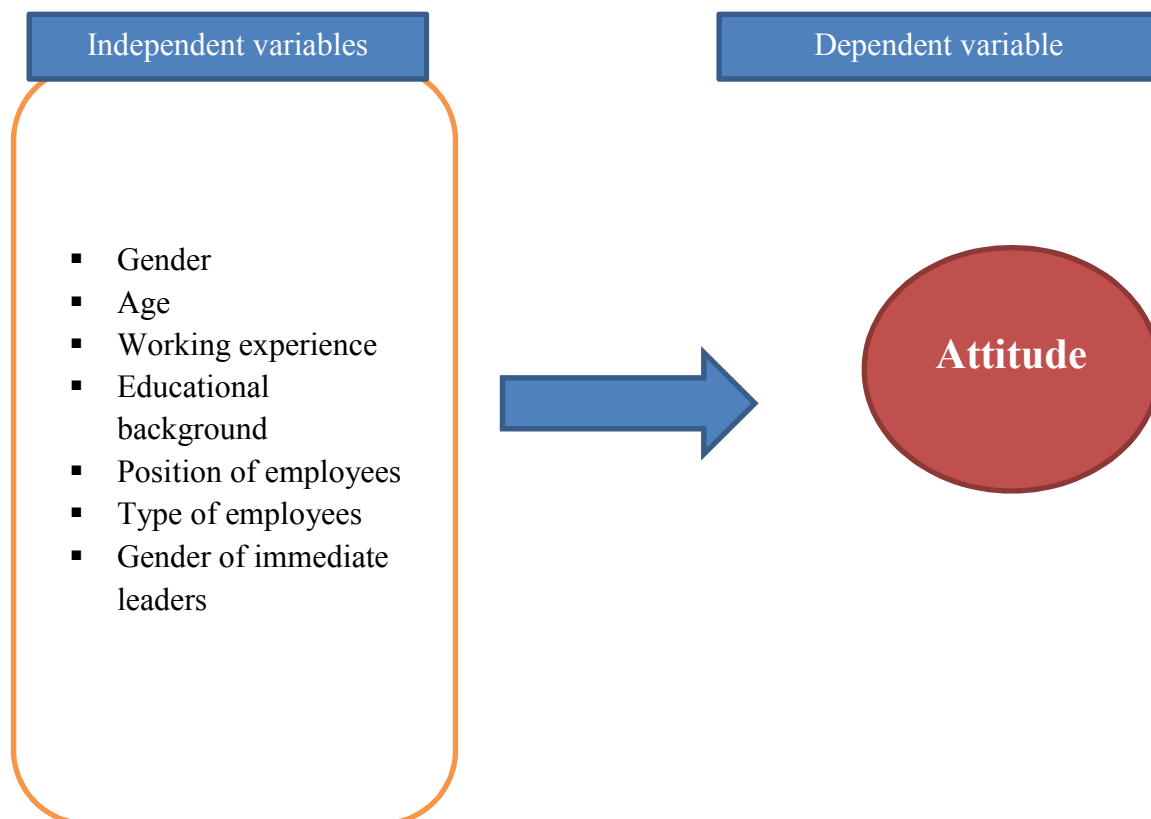
There is no huge contrast between the directors of the ladies supervisors and their subordinates in their mentality towards ladies chiefs (Jahiruddin et al, 2020).

2.5. Conceptual framework

The overall review of theoretical and empirical literatures, there are a lot of factors that influence attitude for instance, gender, age, working experience, educational background, position of employees, type of employees, and gender of immediate leaders affect the attitude of employees towards women managers. Thus, Based on this fact, the following conceptual model in which this specific study is governed. In the present study attitude has been taken as dependent variable while gender, age, working experience, educational background, position of employees, type of employees, and gender of immediate leaders are main independent variables their indicators are listed within each variable.

The relationship of the variable for this study is proposed to as follows.

Figure 1 conceptual frame work



Chapter three

Methodology

Methodology is an important part of the research; this part focuses on research design, study setting, population, sample and sampling type, tools of data collection, methods of data collection, procedure of data collection, methods of data analysis, pilot test and ethical considerations.

3.1. Design

In order to answer the basic research questions the researcher used quantitative research design because it helps to Generate knowledge and create understanding by analyzing the numerical data and answer who, what, where, how many, and how. The instruments were designed to gather data using more of likert type scales and it was analyzed quantitatively. .

3.2. Study setting

The study setting in CIB, which is a governmental Bureau which serves investigating different criminal cases, like finance crime (money laundry), terrorism, cyber-crime, conflicts between clans, political case, and etc.

The main office of CIB is around Mexico near to Landmark Hospital in and beside of Ethiopian Electric power head quarter. They have around 1587 employees including both police officers and civil servants.

3.3. Population, sampling and sampling size

3.3.1. Population

The total population is those permanent staff working at Ethiopia Federal Police Crime Investigations bureau. According to the Crime Investigation Bureau human resource (HR) department data for the month of December, 2020 the total employees of to assess Workers Attitude towards Female Leaders at Ethiopia Federal Police Crime Investigations bureau are 1587 (Male 1175 and Female 412) permanent employees both Police (military) and civil servants.

But the target population of the study in Attitudes of Employees toward Female Leaders in Crime investigation Bureau are 1359 (Male 995 and Female 364) permanent employees both Police (military) and civil servants. Because the rest of the participant are excluded from study, in terms of their work is in the main office of the organization.

Table 1 Description of leaders

R.No	Managerial positions	Number of leaders				
		Male		Female		Total
		N ^o .	%	N ^o .	%	
1	Deputy Commissioner general and deputy sector leader	3	100 %	0	0 %	3
2	Directors	21	91.3%	2	8.7 %	23
3	Deputy Directors	9	90%	1	10 %	10
4	Division Heads	67	80.7%	16	19.3 %	83
5	Coordinators	188	83.5%	37	16.5 %	225
6	Team Leaders	369	73.5%	133	26.5 %	502
Total Leaders		657	77.7 %	189	22.3 %	846 (100)%

Source: From Federal police Crime Investigation Bureau HR. department 2020.

The leadership positions of female leaders in Federal Police Crime Investigation Bureau are very low in every leadership (managerial) positions. As indicated in the table 1 totally the leadership position of female leaders are only **22.3%** from total leaders' position.

3.3.2. Sampling and sampling size

Determining sample size:-

The sample size of the study population is determined after taking 1359 (Male 995 and Female 364) permanent employees both Police (military) and civil servant employees in to account.

The study sample has been determined based on the formula of sample size determination suggested by (Krejcie & Morgan, 1970).

The sample size was determined by using the following formula:

$$S = \frac{X^2 NP (1-P)}{d^2 (N-1) + X^2 P (1-P)}$$

S= required sample size

X^2 = the table value of chi-square for 1 degree of freedom at the desired confidence level (3.841)

N= the population size

P= the population proportion (assumed to be 50 since this would provide the maximum sample size)

d= the degree of accuracy expressed as a proportion (.05)

Therefore, calculate the sample size by using the formula

N= 1359

$$s = \frac{X^2 NP (1 - P)}{d^2 (N - 1) + X^2 P (1 - p)}$$

$$s = \frac{3.841 \times 1359 \times 0.5(1 - 0.5)}{0.0025 (1359 - 1) + 3.841 \times 0.5(1 - 0.5)}$$

$$s = \frac{1304.979}{3.395 + 0.96025}$$

$$S = 299.6 \approx 300$$

Therefore, the sample size of this study was 300 police and civil employees.

Sampling technique:-

After determining the sample size of the respondents for the purposes of the study, a researcher used probability sampling; (a systematic random sampling technique) was used to collect primary data from Ethiopian Federal Police Crime Investigation Bureau employees.

Systematic sampling is where every n^{th} case after a random start is chosen. The researcher use systematic sampling because of many reasons; Simplicity is one of the best advantages and easy to understand, granted to evenly sample and represent the majority of normal population. Because of its process when comparing to other sampling methods, increase the degree of control and low risk factor because low chance the data can be contaminated.

First, the researcher creates a list of employees. Then, researcher will need to randomly decide from which number to start his selection process. For this, researcher uses a random number generator from 1 to 10 to select which employee begins with. The random number generator produces the number 7. Now researcher needs to create an interval. To find the interval researcher divide the total number of employees (the population size) by the number of (sample size); like this:

$$K=T/n$$

$$1359/300 = 4.53$$

This would make his interval $4.53 \approx 5$, meaning that every 5^{th} person after the 7^{th} person would be selected until researcher had a total of 300 people.

3.4. Data Collection Tool

The main data collection tool used for the research is questionnaire. First, a structured questionnaire was adopted, which consists of two parts. The first part aims to collect background information of the respondents. The second part contains the widely used attitude measurement scales. In order to measure employees' attitudes towards female leaders, the Woman as Managers Scale (WAMS) is used to survey employees' attitudes towards female leaders. The Women as a manager Scale (WAMS) intends to distinguish and quantify generalized perspectives towards female manager (Peters et al., 1977). The scale contains 21 items in a Likert format. There are five response options for each project, ranging from "strongly disagree" to "strongly agree". Ten items were labeled to portray female leaders favorably, and eleven items were labeled to portray female leaders unfavorably. Favorably worded projects represent equality between men and women managers, while poorly worded projects describe women as inferior to men. The eleven ominously phrased things are converse scored in light of the fact that conflict with a negative thing would demonstrate a great reaction.

The complete score is the amount of the multitude of respondents and can go from 21 to 105 or take the normal. It can likewise be found the middle value of from 1 to 5. Since the normal of each score is examined, a high score from 4 to 5 shows that the positive attitude of women's as leader. And a low score, less than 4 indicate that a negative attitude. The level is divided into 1. Strongly disagree 2. Disagree 3. Neutral 4. Agree and 5. Strongly agree that an average score of 4 is a conclusion that can be concluded that workers have a positive attitude towards women leaders. Any score below 4 indicates that the respondent has a negative attitude. To get an average score for each respondent's attitude, divide the total score by 21

items; the range of scores given to you is 1 to 5. The scores of unfavorable wording items are distributed inversely among the target population of 300 respondents.

3.5. Procedures of data collections

First, researcher received a letter from the School of Psychology at Addis Ababa University to the Criminal Investigation Office of the Federal Police Commission. Later I learned that had allowed me to conduct research in the Crime Investigation Bureau. If permission is obtained, researcher had selected the samples needed for the research from the Human Resources Department of the Crime Investigation bureau (Directorate).

Therefore, researcher first wants to inform the selected employees that they have been selected. Next, I would like to ask them if they are willing to participate in the research after researcher informs them of the purpose and importance of the research. Finally, researcher distributed the research questionnaire to participant.

According to the researcher perspective and the selected strategy, the researcher must choose the data collection method. The data or information collected by the researcher is the primary data collected by the researcher. And secondary data (ie, the recorded material is used as a data source) and can be quantitative. In this study, both primary and secondary data were used.

3.6. Methods of data analysis

Following the completion of the quantitative data collection, the data was reviewed for accuracy by checking for completeness, consistency, and clarity. The quantitative information was investigated and deciphered using SPSS (Statistics Package for Social Science) version 20

to give importance to the acquired data. In order to achieve the exploration's purpose, the acquired data was analyzed and deciphered using fitting procedures.

- Descriptive statistics method were used to decide the frequency, percentage, mean and standard deviation esteems were utilized to check the distribution of demographic data (Gender, age, level of education, work experience, position, type of employees and gender of prompt leader).
- One way ANOVA (analysis of variance) was employed to check the significance of variables (Gender, age and level of educational attainment, working experience, position, type of employees and gender of immediate leader) on employees' attitude towards women leaders. All tests were made at a = 0.05 levels.
- Linear regression: - The independent variables are utilized in linear regression to predict the value of the dependent variable. It helps in determining the relationship between the dependent and independent variables and the forecast.

3.7. Pilot test

The Purpose of Pilot Testing

Pilot study was conducted with the view of testing the practicality of the data collection instruments, detecting and improving the defects of the instruments, and computing the reliability of the questionnaire scales. In support of this, Du Plessis and Hoole (2006) suggested that a pilot test allows the researcher to compute the scales' reliability; check whether the questionnaire's length, wordings and instructions were adequate enough to complete the questionnaire and determine the initial response rate. For the pilot test, a questionnaire scale was administered to 30 participants were conducted one of the Federal

police crime investigation bureau. Prior to the administration of data gathering instruments, participants were asked to give their free consents to participate in this study, and accordingly their participation in the pilot study was based on their agreements. At the outset, the participants were informed of the intention of the research and what is expected of them during the entire pilot study, where administration of the instruments was facilitated and directed by the researcher himself accordingly.

Characteristics of the Pilot Test Participant

For the questionnaire scales, the pilot test was conducted on a total of 30 participants who were thought to have similar characteristics as of the main study samples. In regard to the adequacy of samples for a pilot test, though there is some variation of opinion in the size of the group to be selected, Neuman (1997) suggests a small set of samples ($n \geq 20$) are normal in a pilot study cited by (Erdoillo, 2019)

As a result, From 30 participants, 20 were males while 10 were females. With respect to age, the respondents' age ranged from 18 to 25, 25-34, 35-44 and 45-54.

In terms of educational levels, one respondent reported had elementary, four had certificate, nine had diploma, fifteen had completed first degree and one had graduate Master's Degree.

Similarly, as far as occupational status is concerned, nine of the respondents reported as member, thirteen reported as engaged team leader, five reported as engaged as coordinator, one reported as division head, one reported engaged as deputy director and one reported as deputy sector leader.

In work experience 16 employers have 0-7 years job experience, 7 workers have 8-14 year work experience, 3 workers have 15-21 year work experience and 4 employers have 22-28 years' experience.

And also from the total participants gender of the immediate leader of 23 employees is male and 7 employers are their immediate leader is female. From all participants the employee types 25 are police officers and 5 are civil employees.

The Procedures and Results of Reliability Indices

In the current study, the reliability of the questionnaire scales was established using Cronbach Alpha. Cronbach alpha (α) was primarily computed for it is an indicator of the internal consistency of items with Likert-type scales (Shevlina, Milesb, Daviesc, & Walker, 1998; Streiner, 2003).

For the interpretation of Cronbach alpha coefficient, Gliem and Gliem (2003) suggested the following rule of thumb: $\alpha \geq .9$ is excellent, $.8 \leq \alpha \leq .89$ is good, and $.7 \leq \alpha \leq .79$ is acceptable, $.6 \leq \alpha \leq .69$ is questionable, $.5 \leq \alpha \leq .59$ is poor, and $\alpha \leq .5$ is unacceptable. Similarly, Du Plessis and Hoole (2006) recommended Cronbach alpha level of .70 as accepted and indicative of a reliability scale. In order to compute Cronbach alpha reliability index, primarily the data collected from the participants of the pilot study were entered into SPSS version 20 package. Then, Cronbach's Alpha coefficient was computed for each item of the questionnaire. As a result, the reliability in terms of Cronbach's alpha was calculated to be .76 for Women as a manager scale 21 subscales. Below shows the item-analysis output for the women as a manager scale.

Table 2 Reliability of the test items

Reliability Statistics		
Measures	Cronbach's Alpha	N of Items
WAMS	.761	21

Source: Own survey 2021

Based on the above no more improvement the all over scales why because Cronbach' Alpha shows the tools is reliable.

Implications of the Pilot Study Results for the Main Study

From the processes of instrument administration and results of the pilot test data, important lessons were obtained and drawn to the main study. One of the key insights drawn from the results of instrument validation to the main study was that the instruments questionnaire scales were viewed as valid and acceptable and can be used as assessment tools. Results of a pilot study also indicated that all the questionnaire scales appeared to have acceptable internal consistency and that the actual data collection could be performed by using the questionnaire scales. Important lessons were also gained from testing the assumptions of model statistical instruments used for pilot data analysis. One of the lessons obtained in this regard was that prior to deciding whether to use parametric tests in analyzing quantitative data, it is vital to perform tests of model assumptions.

Another lesson drawn from the hypotheses of the test model is that in order to ensure correct data entry and detect missing and extreme values in the data, data analysis is essential.

3.8. Validity test

The items were judged by professionals in order to determine content authenticity. The experts offered their opinions on items that should be eliminated or amended. The surveys were changed to support the expert rating results, and a few items were made more context-specific. The questionnaire was translated and checked by Foreign Language and Literature instructor, and therefore the Amharic version was presented for participants.

3.9. Ethical considerations

As this study will be required the participation of human respondents, so it is for the matter of ethical consideration that needs to have permissions from specifically human resource professionals or form institutions. With this, the participants were not forced to participate in the research. In order to secure the consent of the selected participants, the researcher was communicant important details of the study, including its aim and purpose with respondents.

By explaining these important details, the respondents might be able to understand the importance of their role in the completion of the study. In this way, the participants are not obliged to participate in the research. The confidentiality of the participants was also ensured by not disclosing their names or personal information in the research question. Only relevant details that helped in answering the research questions will be included. Generally, this study will be avoided full of harm on the organization and kept the confidentiality of the participants in the study.

Chapter Four

Result

4.1. Introduction

This part manages the show and examination of the information gathered from various gatherings of respondents through questionnaires. The objective of this study was to assess the employee's attitude towards women leaders in the case of Ethiopia Federal Police Crime Investigations Bureau.

The first section of this chapter presents a socioeconomic description of the sample in terms of Gender, age, level of education, working experience, positions, and type of employees and immediate leaders of employees and others. The second section includes the level of employees' attitudes towards female leaders in crime investigation bureau in general and in terms of Gender, age, level of education, working experience, positions, and type of employees and immediate leaders of employees.

Table 3 Number of respondents

Questionnaires	Number of Respondents	
	Number	Percentage
Delivered Questionnaires	305	100
Returned	301	98.6
Not returned	4	1.4
Total sample size	300	100

Source: Own survey questionnaire 2021

From the 305 examiners delivered 301 were returned. This makes the response rate 98.6%. At the hour of information screening, assessing for precision and perfection no examiner was found to be unusable with the exception of the additional one. The reason for participants was respond to answer all parts of questioner and things totally done by the help of all directors secretary.

4.2. Demographic characteristics of the respondents

The demographic profile of the respondents was introduced in this part. The individual profile of the participants is investigated according to their gender, age, year of service in the organization, levels of educational achievements, positions, employees' type and gender of immediate leader. Perform descriptive statistics on demographic variables to describe the interviewee.

Table 4 demographic characteristics of the respondents

Demographic variables	Characteristics	Frequency	Percent
Gender	Male	203	67.7
	Female	97	32.3
	Total	300	100
Age group	18-24	60	20.0
	25-34	171	57.0
	35-44	53	17.7
	45 and above	16	5.3
	Total	300	100
Working experience	0-7	105	35.0
	8-14	128	42.7
	15-21	39	13.0
	22-28	24	8.0
	>29	4	1.3
	Total	300	100

Source: Own Survey (2021)

Demographic variables	Characteristics	Frequency	Percent
Educational background	MA/MS degree and above	15	5.0
	First degree	160	53.3
	Diploma	80	26.7
	Certificate	30	10.0
	Secondary school	10	3.3
	Elementary school	4	1.3
	Others	1	.3
	Total	300	100
Positions	Deputy sector leader	2	.7
	Director	2	.7
	Deputy Director	3	1.0
	Division Head	15	5.0
	Coordinator	58	19.3
	Team Leader	131	43.7
	Member	89	29.7
	Total	300	100
Employees type	Police	260	86.7
	Civil	40	13.3
	Total	300	100
Immediate leaders	Male	230	76.7
	Female	70	23.3
	Total	300	100

Source: Own Survey (2021)

As demonstrated in table 5, from all 300 study participants 203 (67.7%) were men and the rest 97 (32.3%) were women. This shows that a large portion of the associations staffs are overwhelmed by male representatives than female. The finding also shows that, inequality of employees gender in the organization indicate still there is a gap between the male and female

employees. We should alone the main situation of the association staff is experiencing least number of female workers and the huge number of the respondents were male.

Most of the respondents 171 (about 57.0%) are sorted as age classification of (25-34) and the following 60 (20%) of the respondents are arranged of (18-24), that implies very nearly 231 (77.0%) of respondents were the more youthful gathering of employees (for example beneath the age of 34). The remainder of 53 (17.7%) of the respondents were between the age group of 35-44. Furthermore, 5.3% of respondents were (45 or more) as referenced the abovementioned (about 77.0%) critical number of the participants are youthful.

In view of the past information the functioning experience of most of the respondents 128 (about 42.7%) were between 8-4 years. 105 (35.0%) of the participants were 0-7 years working experience, 39 (13.0%) of the participants were 15-21 Years, 24 (8.0%) of the participants were 22-28 and 4 (1.3%) of the respondents have >29 years working experience separately.

In light of the participants educational level 160 (53.3%) of the participants have First degree, 80 (26.7%) of the participants has (diploma), 30 (10%) of the participants have endorsement (certificate) and 15(5%) masters, 10 (3.3%) High school, 4 (1.3%) Primarily school and 1 (0.3%) of participants have others separately. As mentioned in the table 5, More than half number of the respondents 160 (53.3%) have First degree.

Regarding positions among the respondents 131 (43.7%) were team leaders, 89 (29.7) % of the respondents were members. And 58 (19.3%) of respondents were coordinator, 15 (5.0%) of respondents were division head, 3 (1.0%) were deputy director, 2 (0.7%) were director and 2 (0.7%) respondents were deputy sector leaders respectively.

From the total respondents 260 (86.7%) were Police officers (military) and the rest 40 (13.3%) were Civilians. This indicates that significant numbers of respondents 260 (86.7%) were police members.

According to the data shows from the total participants 230 (76.7%) of the respondents immediate leaders were male. And 70 (23.3%) of the respondents immediate leaders were females. This is one of the reason study focuses about female leaders, b/c still the respondents data shows superiority or domination of male leaders in the organization.

Table 5 General attitude of employees towards women leaders

General Attitude		
Attitude	Frequency	Percent
Positive Attitude	111	37.0
Negative Attitude	189	63.0
Total	300	100.0

Source: Own Survey (2021)

In general from the total participants 111 (37.0%) of respondents have a positive attitude toward female leaders in general. And 189 (63.0%) of the respondents have a negative attitudes towards a female leaders in crime investigation bureau.

4.3. Analysis of attitude level based on demographic data

In this analytical statistics of the demographics of the respondents like gender, age, working experience, educational achievements, positions, types of employees, and immediate leaders were incorporated in the Questionnaire designed.

4.3.1. Attitude level Vs. Gender

Table 6 Employees attitude towards women leaders based on gender

Gender	Mean	N	Std. Deviation
Male	3.7324	203	.48122
Female	3.9111	97	.45853
Total	3.7902	300	.48058

Source: Own Survey (2021)

Female employees have an average attitude score to 3.9111, which is closer to 4. This data shows that the female employees have more favorable or positive attitudes towards female leaders than the male employees. Which have attitude score are 3.7324, slightly far from 4.

4.3.2. Attitude level Vs. Age

Table 7 Employees attitude towards women leaders based on age groups

Age groups	Mean	N	Std. Deviation
18-25	3.6794	60	.47188
25-34	3.8157	171	.49287
35-44	3.8893	53	.40000
45-54	3.6095	15	.55888
55-64	3.5238	1	.
Total	3.7902	300	.48058

Source: Own Survey (2021)

The attitude score regarding to the age variable can be displayed in Table 7. From the table it tends to be informed that, the most youthful representatives have a marginally great attitude than the most established workers. Those employees, whose age group is “35-44”, hold an average attitude level of 3.88, and the average score is still better with the age group of “25-

34” than those with age groups above “45- 64”. There it might be seen that the specialists in the most youth age gathering will overall have a more certain attitude than those of the most matured gathering.

4.3.3. Attitude level Vs. Work experience

The Working experience >29 a mean score (3.92) was associated with a more favorable attitude, according to the mean score of the working experience variable. Similarly, employees with job experience of “8-14” had a higher mean score (3.81) and a more positive attitude than other individuals with work experience. It is obvious from this that based on respondents' work experience; the attitude of employees toward women leaders cannot be clearly distinguished.

4.3.4. Attitude level Vs. Educational background

In the educational level variable, all groups that is MA/MS degree and above, First degree, Diploma, Certificate, Secondary school, Elementary school and others have average attitude score is lower than the expected score, which is 4; the First degree (3.82) and the secondary school (3.90) have a higher score than the other groups. This implies, the attitude of employees towards female leaders is more favorable with first degree and high/secondary school than with others (MA/MSc, Diploma, Certificate and elementary school.) average attitude scores 3.77, 3.75, 3.74 and 3.37 respectively.

4.3.5. Attitude level Vs. Employees position

Depending of the position of employees variable, all positions of participants which is Deputy sector leader, Director, Deputy Director, Division Head, Coordinator, Team Leader and Members have average attitude score is lower than the expected score, which is 4; the director

(3.92), division head (3.90) and deputy director (3.80) have a higher score than the other participants positions. This implies, the attitude of employees towards female leaders is more favorable with when positions of employees are high.

4.3.6. Attitude level Vs. Employees type

Table 8 Employees attitude towards women leaders based on employees type

Types of employees	Mean	N	Std. Deviation
Police	3.7714	260	.49497
Civil	3.9119	40	.35513
Total	3.7902	300	.48058

Source: Own Survey (2021)

Civil employees have an average attitude score to 3.9119, which is closer to 4. This data shows that the civilian have more favorable or positive attitudes towards female leaders than the Police employees. Which have attitude score are 3.7714, far from 4.

4.3.7. Attitude level Vs gender of immediate leader

Table 9 Employees attitude towards women leaders based on gender of immediate leader

Gender of immediate leader	Mean	N	Std. Deviation
Male	3.7712	230	.46761
Female	3.8524	70	.51963
Total	3.7902	300	.48058

Source: Own Survey (2021)

Employees under female leaders have an average attitude score to 3.8524, which is closer to 4. And employees under male leaders have attitude score 3.7712. This data shows that the Employees under female leaders are more favorable or positive attitudes about female leaders than employees under male leaders.

4.4. Regression Model analysis based on demographic data

Table 10 Regression model analysis based on demographic data

Model	Unstandardized		Standardized	T	Sig.	95.0% Confidence	
	Coefficients		Coefficients			Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
(Constant)	2.901	.329		8.824	.000	2.254	3.548
Gender	.189	.060	.184	3.158	.002	.071	.307
Age group	.101	.056	.163	1.790	.075	-.010	.212
Working experience	-.020	.047	-.040	-.419	.675	-.113	.073
Educational back ground	-.059	.030	-.121	-1.948	.052	-.119	.001
Positions	.070	.037	.148	1.885	.060	-.003	.142
Types of employees	.059	.084	.042	.697	.486	-.107	.225
Gender of immediate leader	.059	.066	.052	.886	.376	-.072	.189

a. Dependent Variable: Attitude

A simple linear regression was calculated to predict participant's attitude based on gender, age group, working experience, educational level, position, type of employees, gender of immediate leader. .

From the parameter included in the study only gender and educational background of the respondents were statistically significant at 0.05% of level of significance in determining the attitude of employees toward woman leaders in the Ethiopian Federal Police Crime Investigation Bureau. The attitude of employees were increased by three time ($B_0 = 2.9$) while other variables kept constant. Similarly, gender association ($B_1 = 0.101$) and the educational background had inverse association ($B_2 = -0.059$) with attitude of woman leader.

When we see the statistical significance of each variable from the above coefficients table 10, age group (Sig. =.075), working experience (Sig. =.675), position (Sig. =.060), type of employees (Sig. =.486), and gender of immediate leader (Sig. =.376), are not a statistically significant contribution (Sig>.05) for the prediction of the dependent variable (attitude).

4.5. Analysis of WAMS mean scores

This part deals with the analysis and presentation of the data gathered from respondents on the attitude of employee's attitude towards women leaders in the case of Ethiopia federal police crime investigations bureau. Through WAMS analysis Mean scores, standard deviations, and one-way ANOVA test result from the responses were used to analyze quantitative data.

Table 11 the mean score of favorable and unfavorable worded items

Women as a manager scales	N	Mini mum	Maxi mum	Mean	Std. Deviation
Men and Women should be given equal opportunity for participation in management training programs.	300	1.00	5.00	4.2867	1.03346
Women have the capability to acquire the necessary skills to be successful managers.	300	1.00	5.00	4.0167	1.05519
The police community should accept women in key managerial positions.	300	1.00	5.00	4.0967	1.02510
Society should regard work by female managers as valuable as work by male managers.	300	1.00	5.00	4.2700	.93453
It is acceptable for women to compete with men for top executive positions.	300	1.00	5.00	4.0733	1.04159
The issues of pregnancy and maternity do not make women less desirable employees than men	300	1.00	5.00	4.0633	1.09391
Problems associated with menstruation should not make women less desirable than men as employees.	300	1.00	5.00	4.0733	1.10394
Valid N (list wise)	300				

Source: Own Survey (2021)

In the first item, the total number of 300 respondents had high agreement on the statement “Men and Women should be given equal opportunity for participation in management training programs.” with a mean of 4.28. “Women have the capability to acquire the necessary skills to be successful managers”. With a mean of 4.01, “the police community should accept women in

key managerial positions". With a mean of 4.09, "Society should regard work by female managers as valuable as work by male managers". With a mean of 4.27, "It is acceptable for women to compete with men for top executive positions". With a mean of 4.07, "The issues of pregnancy and maternity do not make women less desirable employees than men" with a mean of 4.06 and "Problems associated with menstruation should not make women less desirable than men as employees" (4.07).

In contradictory, from the total number of 300 respondents had disagree on the statement "On the average, a woman who stays at home all the time with her children is a better mother than a woman who works outside the home at least half time" disagree with a mean of 2.87 all others were neutral.

4.6. One-way ANOVA model

Based on the ANOVA a table 13, 14 and 15 indicates can conclude gender, age and position are statistically associated with attitude at 5% of level of significance.

Table 12 ANOVA: Gender with attitude (n= 300)

Gender	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	2.095	1	2.095	9.324	.002
Within Groups	66.962	298			
Total	69.057	299	.225		

Source: Own Survey (2021)

To examine the impact of gender and ANOVA on level of attitude towards women leader, a one-way between groups analysis of variance was conducted. According to the table 13, there was

statistically significance difference at $p > .05$ level in attitude score for the gender $F(1,298) = 9.32, P=0.002$. at 95% confidence interval for the mean. There is a significant difference between the male and female attitude towards women leader.

Table 13 ANOVA: Age with attitude (n=300)

Age group	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	1.930	4	.482	2.120	.050
Within Groups	67.127	295	.228		
Total	69.057	299			

Source: Own Survey (2021)

The ANOVA test (as it can be seen from Table 14 above) showed that there was Statistically significant difference in the mean attitudes level analysis of respondents across the different age group: $F(4, 295) = 2.12, P = .050$. There was a statistically significant difference between the different age group towards women leader.

Table 14 ANOVA: Position with attitude (n=300)

Position	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	4.670	6	.778	3.542	.002
Within Groups	64.387	293	.220		
Total	69.057	299			

Source: Own Survey (2021)

To examine the impact of positions on level of attitude towards women leader, a one-way between groups analysis of variance was conducted. According to the table 15, there was

statistically significance difference at $p > .05$ level in attitude score for the position $F(6,293) = 3.54, P=0.002$ at 95% of confidence interval for the mean. There was a statistical significant difference between positions towards women leader.

4.7. Model of diagnostics

Data Screening and Testing Model Assumptions Prior to conducting the actual analysis of the quantitative data obtained through the questionnaire scales, data screening was conducted with the purpose of checking:

- Correctness of data entering, decide how to dealing with normality, linearity, and multi co-linearity.

The accuracy of data entry was checked using frequencies. Model declares that assumption of normality, linearity and multi co-linearity is fulfilled for the above model (one-way ANOVA). Therefore, the above model best fit the data well.

Chapter five

Discussion

In this part of the study, the main results obtained from this research are discussed in relation with previous study findings in the area.

This investigation was directed to look at the general disposition of representatives towards ladies pioneers; the impacts of workers Gender, age, working experience, Educational foundation, places of workers, and kinds of representatives and gender of immediate pioneers on their demeanor towards female pioneers are examined. The study utilized which quantitative methodologies lickert scale examiner.

5.1. Attitude of employees towards women leaders generally

5.1.1. General attitude of respondents

In general from the total participants 111 (37.0%) of respondents have a positive attitude toward female leaders in general. And 189 (63.0%) of the respondents have a negative attitudes towards a female leaders in crime investigation bureau. That means the majority of the respondents were negative attitudes towards female leaders.

According to (Tesfahunegn 2017) the majority of the respondents (67.8%) tend to have a less favorable attitude towards female mangers.

In like manner, the normal score of all respondents is determined and the outcome is partitioned in to two classes;" ≤ 5.99 " and "6+", to arrange the demeanor level as a "less great" and

"positive", individually. Most of the respondents (72.9%) will in general have a less ideal demeanor towards female managers (Meba, 2011).

5.1.2. Attitude level Vs. Gender

Female employees have an average attitude score to 3.9111, which is closer to 4. This data shows that the female employees have more favorable or positive attitudes towards female leaders than the male employees. Which have attitude score are 3.7324, slightly far from 4.

Most of the male employees have negative and neutral attitude towards them. Then again, generally female workers have ideal mentality towards their women supervisors. It is seen that Gender assumes a critical part in deciding the workers Attitude. Both male and female workers have different attitude towards their women leaders (Jaspreet, August 2020).

According to (Jahiruddin M. S., April 2016) it has also been reported With regards to the difference in the attitude towards female leadership among the employees of different genders; attitude score of the female employees is substantially higher than that of the male employees.

With regards to the difference in the attitude towards female leadership among the employees of different genders, attitude score of the female employees is substantially higher than that of the male employees, which has also been found statistically significant by ANOVA test (F statistics 20.77, significance level .00). (Afroze, 2016)

5.1.3. Attitude level Vs. Age

The attitude score regarding to the age variable can be displayed in Table 7. From the table it tends to be informed that, the most youthful representatives have a marginally great attitude than the most established workers. Those employees, whose age group is "35-44", hold an average attitude level of 3.88, and the average score is still better with the age group of "25-34" than

those with age groups above "45- 64".. There it tends to be perceived that the employees in the most youthful age bunch will in general have a more positive mentality than those of the younger age group.

The most youthful workers have a more ideal disposition than the most seasoned representatives towards ladies pioneers. Those workers, whose age bunch is " ≤ 30 ", hold a normal mentality level of 5.6, and the normal score is still better with the age gathering of "31-40" than those with age bunches over "41-50". There it will in general be seen that the representatives in the energetic age gathering will have a more uplifting outlook than those of the most established age group. (Tesfahunegn Wogi Tufa, 2017)

5.1.4. Attitude level Vs. Educational achievement

In the instructive level variable, all gatherings that is MA/MS degree or more, First degree, Diploma, Certificate, Secondary school, Elementary school and others have normal demeanor score is lower than the normal score, which is 4; the First degree (3.82) and the optional school (3.90) have a higher score than different gatherings. This infers, the demeanor of workers towards female pioneers is more great with first degree and high/optional school than with others (MA/MSc, Diploma, Certificate and grade school) normal disposition scores 3.77, 3.75, 3.74 and 3.37 separately.

The average attitude score for the Education level variable shows a smaller value for all the categories, though it gets better with a higher level of education (Meba, 2011).

The average attitude score for the Education level variable shows a smaller value for all the categories, though it gets better with a higher level of education. (Tesfahunegn Wogi Tufa, 2017)

5.1.5. Attitude level Vs. Working experience

The mean score of working experience variable. From the table it can be told that the working experience >29 a mean score (3.92) were more favorable attitude. Similarly the employees have working experience “8-14” a mean score (3.81) were favorable attitude than other participants working experiences. There it can be understood that the employees working experience cannot be clearly distinguish the attitude of employees towards women leaders based on respondents working experience.

5.1.6. Attitude level Vs. Positions

Depending of the situation of representatives variable, all places of members which is Deputy area pioneer, Director, Deputy Director, Division Head, Coordinator, Team Leader and Members have normal mentality score is lower than the normal score, which is 4. The chief (3.92), division head (3.90) and agent chief (3.80) have a higher score than the other member's positions. This suggests, the mentality of representatives towards female pioneers is more ideal when the places of workers are high.

Like the above research different examinations show Subordinates in government workplaces in Bangladesh additionally have a positive view about ladies initiative. Once more, the acknowledgment level is neither steady nor solid. It has likewise been accounted for there is slight distinction in sees about ladies administration in government associations in Bangladesh among predominant and subordinates regardless of whether the two networks have ideally an uplifting outlook. As bosses set the hierarchical culture, the positive produced uplifting outlooks towards ladies administration is gradually directed in the association to the downstream (Muhaiminul, 2016).

There is no significantly difference between the superiors and their subordinates in their attitude towards women managers (Jahiruddin et al, 2020).

The mentality level of leaders towards female pioneers isn't good. This horrible outcome is a ramifications that the bosses hold a demeanor that considers women leaders as a less certain, capable, unmoved and unfit to settle on choice for the administrative situation than the male (Ayele, 2017).

5.1.7. Attitude level Vs. Type of employees

Civil employees have an average attitude score to 3.9119, which is closer to 4. This data shows that the civilian have more favorable or positive attitudes towards female leaders than the Police employees. Which have attitude score are 3.7714, far from 4.

Other study shows that concerning the respondents (employees) of different sectors, attitude towards women managers has been much higher in the educational institutions with an average score of 5.10. Employees of Financial organizations (Bank and insurance) and health sector (public and private hospitals and clinics) also reveals relative high score (4.84 and 4.60 respectively).

On the other hand, employees of many private organizations (Small branch offices of multinational companies) and government administration and services organization revealed a relatively low level of attitude towards women managers (average score 4.04 and 4.30 respectively). ANOVA test results shown suggest that there are significant differences among the respondents of different organizations (F stat 19.62, P-value 0.00). (Jahiruddin et al, 2020)

5.1.8. Attitude level Vs. Gender of immediate leader

Employees under female leaders have an average attitude score to 3.8524, which is closer to 4. And employees under male leaders have attitude score 3.7712. This data shows that the Employees under female leaders are more favorable or positive attitudes about female leaders than employees under male leaders.

On the other study shows that subordinates who are under the management of women leaders have negative mentality towards women leaders (Ayele, 2017).

Chapter six

Summary, conclusion and Recommendation

6.1. Summary

The purpose of this research was to recognize the attitude of workers towards female leaders in Ethiopian Federal Police Crime Investigation Bureau. The research attempts to address the accompanying inquiries.

- What type of attitude do workers have towards women leaders in Federal Police Crime Investigation Bureau in general?
- How the attitudes of employees toward women leaders vary by the age, gender, work experience, level of education, positions, type of employees b/n civilian and military (police officers) and gender of immediate leaders?.

The study's goal was to figure out which demographic variable among age, gender, marital status and education level, positions, type of employees and gender of immediate leader influences attitude of employees more.

In this study, descriptive research design was applied using quantitative approach. It's because the study tries to give a better understanding of how effective the control systems are in the organization in order to achieve organizational goal by using questionnaires method Creswell (2003).

The quantitative data were analyzed through SPSS version 20. Adds up to of 300 members for the quantitative think about were chosen utilizing orderly inspecting strategies. The woman as a manager Scale (WAMS), designed by (Dwindles, et al, 1977), was changed depending on the

socio-cultural context of the ponder setting and handled to 300 people to collect quantitative data. The survey was recently administered to members, and it was pilot tested on 30 individuals who represent the study's target population.

Data collected from respondents were analyzed by utilizing clear insights like recurrence, rate, and cruel. In expansion, inferential measurements like one-way ANOVA utilized to analyze the collected information. And to check the normality, linearity and multicollinearity of data used model diagnostics.

The writing audit portion of this paper has managed with distinctive theoretical viewpoints that clarify the improvement of sex cliché state of mind. Attitude theory, social cognitive theory, social role theory, and social identity theory were among the theories discussed findings showed that generally speaking, the Federal police crime investigation bureau Workers have an unfavorable mentality towards female pioneer. Findings on gender distinction on disposition towards ladies pioneers appeared that, women workers 'have an uplifting outlook towards ladies pioneers contrasted with male workers. Similarly, there were too the mean differences in terms of educational level; the First degree (3.82) and the secondary school (3.90) have a higher score than the other groups.

Employee's type, on the other hand, indicates that civil personnel have a more favorable attitude than military employees. There it can be understood that the employees working experience cannot be clearly distinguish the attitude of employees towards women leaders based on respondents working experience. High position of respondents have more favorable attitude towards women leaders than lower position respondents. Employees under female leaders are more favorable or positive attitudes about female leaders than employees those who under male manager.

Implication of the study

This study does have some implications for the theory discussed previously. The study, in theory, shows the importance of social identity in shaping workers' behavior and attitudes at work in a collectivist setting like CIB.

Females must be encouraged to work harder in order to achieve success in their chosen field. These women can then serve as role models for other women in lower-level positions in the workplace.

Male leaders' attitudes toward their female counterparts are mostly based on gender stereotypes. According to Button and More (1985), referenced in Olujide (2000), male managers must adjust their attitudes toward women in management to be more positive.

Rather than focusing on males, the researcher advises that all firms implement a general mentorship culture to expose all employees to leadership potential while guaranteeing healthy competition for leadership positions. This would provide both genders with equal chances and assist to eliminate gender stereotype. The government and other organizations working to enhance women's status must understand that equality is intimately linked to performance, and that new and empowering initiative programs and policies are implemented to eliminate prejudice against female executives.

6.2. Conclusion

In light of the discoveries showed over, the researcher reaches the accompanying inferences, and their relating suggestions:

The results of the present study showed that employees of federal police crime investigation bureau have Negative (unfavorable) attitude towards women leaders. This unfavorable result is a suggestion of that the employee's hold a state of mind that considers female managers as a less qualified and competent for the leadership position than the male.

The result additionally demonstrated that a genuinely huge contrast was seen among male and female workers in their attitude towards female leaders. The male workers hold a negative disposition towards female managers contrasted with women workers. One of the conceivable reasons for this situation is that, in many cases, our culture favors the leadership role that men play in daily life, so most men have the motivation to maintain their own attitudes in order to maintain their existing social status.

The result shows High position of respondents have more favorable attitude towards women leaders than lower position respondents. The reason behind this high position of respondents has a positive correlation with higher educational status.

Employees under female leaders are more favorable or positive attitudes about female leaders than employees those who under male leaders. This show May employees under female leaders saw the capacity or also women's support women more in management.

The outcome shows workers type there it tends to be perceived that the common representatives have a more great disposition than military representatives. This result concludes that the military (police) work is hard by itself. So the police officers think this hard

ship work is not suitable for women leaders. B/c women's have not the capacity of decision making.

6.3. Recommendations

In view of the findings of the research, the accompanying recommendations are forwarded for; Federal police crime investigation women's and children division, Management bodies in organizations, and other concerned bodies. Hence to alter the attitude of employees and the leaders, subordinates and the management as a whole the following recommendations are forwarded.

For the organization

- The Organization Focus on changing the attitude of employee's toward female leaders on give training about women leadership, nature of women's quality, basic gender differences, the roll of women's in the leadership.
- Facilitate opportunities for women in every organizational activity.
- The Women and Children Division of the Criminal Investigation Bureau, monitors and takes into account the participation and interests of women in the planning and implementation of the organization plans and policies.
- Of the good opportunity “ፖሊስና ርግጫው” newspaper widely circulate in the police organization, so by increase the participation of model female leaders share the experience and change the attitude of employees.
- The opportunities for women leaders to hold leadership positions and empower women must be viewed by their performance capabilities rather than gender.

- Strive to ensure that male employees have a basic understanding of gender through trainings.

For women leaders

- Promoting they self as a model in every professional environment.
- Obtain a positive experience of gender related behaviors.
- Doing the “good job” can affect the attitude of employees about them. So they need to start changing the attitude of employees.
- Every women's empowering thyself through direct education. B/c education can change everything's. “አንድን ሴት ማስተማር ቤተሰብን እንደማስተማር ይቆጠራል”.

Limitations and directions for future study

This study tried to assess the attitude of employees towards women leaders in Ethiopian Federal Police Crime Investigation Bureau. The following limitations forwarded for further studies:

- This research focus on a quantitative study, so one of the limitation to get more information deeply and results about employee's attitude towards female leader use qualitative research method.
- The federal police organization is a huge organization, but the research was done in only one organization that's main office of the Crime Investigation Bureau, this limitation affects the research result, so the coming researcher is expand the research site to different branch of the organization. And also other sector of federal police organization to get more information.

References

- Afroze, M. S. (2016, April). Attitude towards Women Managers in the Financial Organizations: A Study on Khulna City. *Australian Academy of Business and Economics Review, Volume 2*(Issue 2).
- ATM Jahiruddin, M. S. (April 2016). Attitude towards Women Managers in the Financial Organizations. *Australian Academy of Business and Economics Review*, 169.
- Ayele, B. (2017). workers attitude towards female leaders; the case of Ethiopian Shipping and Logistics Service Enterprise (ESLSE).
- Brown, G. H. (1947). A comparison of sampling methods. *Journal of Marketing*, 331-337.
- Erdoillo, M. (2019). The effect of social media usage on acadamic performace public preparatory school students in Addis Ababa.
- Ghuri and Gronhaug. (2005). Research Methods in Business Studies.
- Jahiruddin et al. (2020). Gender Role Perception in Society and Attitude towards Women Managers in Bangladesh. *International Journal of Business and Management*;, Vol. 15.
- Jahiruddin, M. S. (2020). Gender Role Perception in Society and Attitude towards Women Managers in Bangladesh. *International Journal of Business and Management*; Vol. 15, No. 12;.
- Jahiruddin, M. S. (April 2016). Attitude towards Women Managers in the Financial Organizations. *Australian Academy of Business and Economics Review*, 169.

- Jaspreet, D. N. (August 2020). A Study of the Attitude of Employees Towards Female Managers in Textile Industry of Panipat District in Haryana. *Journal of Emerging Technologies and Innovative Research (JETIR)*, 481--482.
- Keohane, N. O. (Winter 2020). *Women, Power & Leadership*. The MIT Press on behalf of American Academy of Arts & Sciences.
- Krejcie & Morgan. (1970). Determining sample size for research activities. *Educational and psychological measurement*, 607-610.
- Meba, T. (2011, June). Workers' Attitude towards Female Managers.
- Mery, B. (2006). *Relational Leadership Theory: Exploring the Social Processes of Leadership and Organizing*.
- Muhaiminul, I. S. (2016, Jan). Attitude Towards Women Leadership In Organizations: A Study On Government Sector Of Bangladesh. *IOSR Journal of Business and Management (IOSR-JBM)*, 137.
- Osterland M., and Haake U. (2010). The leadership discourse amongst female police leaders in sweden. *Advancing women in leadership journal*, 30.
- Prince Addai, Isaac Nti Ofori, Rona Bioh, John Avor. (2017, Oct). Attitude towards women in managerial positions; a study among undergraduate students of the University of Ghana. *International Journal of English Literature and Social Sciences (IJELS)*, 2(5).
- Prince, A. (2017, Oct). Attitude towards Women in Managerial Positions: A study among Undergraduate Students of the University of Ghana. *International Journal of English Literature and Social Sciences (IJELS)*, 2(5).

Silvestri, M. (2003). *Women in charge, Policing, gender and leadership.*

Sinclair, A. (2012). *Diversity in Leadership* . ANU Press.

Smith, A. E. (2015). *On the edge of a glass cliff: women in leadership in public organizations.*
SPAEF.

Somvadee & Morash, M. (2008). Dynamics of sexual harassment for policewomen working alongside men. *Policing: An International Journal of Police Strategies & Management*, 2.

Tesfahunegn Wogi Tufa. (2017). *Employee attitude towards female managers in Awash Bank.*
Addis Ababa, Ethiopia: Unpublished masters thesis.

Tewodros, A. (2019, June). An assessment of workers attitude towards female managerial competence: the case of commercial bank of Ethiopia. p. 35.

Tsion. (2018). The Attitude of Employees toward women Leaders in some Selected Organizations in Addis Ababa. *Unpublished* , 26.

Zikmund. (2002). *Business Research Method.*

Appendix A- English version Questionnaire**Addis Ababa University****College of Education and Behavioral studies School of Psychology****Social Psychology Department graduate program****Questionnaire**

I am a graduate student of Social Psychology at Addis Ababa University. I am currently researching "**Employees' Attitudes toward Female Leaders.**" You are one of the participants selected to participate in this study. Therefore, I humbly ask that you complete the questionnaire carefully.

This questionnaire has two parts. The first part is about general information about the study participants, and the second part is about the participants' perceptions of women leaders. Both classes have their own guidelines; please follow the instructions exactly.

Finally, the information you provide will be kept confidential and will be used for research purposes only. The identity of the informant will not be revealed to anyone; so you don't have to write your name.

Thanks again for your cooperation.

Are you willing to participate in this study?

Yes

No

Part II- Woman as manager scale (WAMS)

Direction: Listed below are staff attitudes toward female leaders. After carefully reading the listed statements, answer by placing an 'X' in the box containing your answer as to how much you agree or disagree with each of the statements listed in options 1 to 5. Please respond to all items.

Rating Scale: -

1. Strongly Disagree
2. Disagree
3. Neutral
4. Agree
5. Strongly Agree

Nº.	Items	Level of agreement				
		Strongly disagree	Disagree	Neutral	Agree	Strongly disagree
		1	2	3	4	5
1	It is less desirable for women than for men to have a job that requires responsibility.					
2	Women have the objectivity required to evaluate leadership situations properly.					
3	Challenging work is more important to men than it is to women.					
4	Men and Women should be given equal opportunity for participation in management training programs.					
5	Women have the capability to acquire the necessary skills to be successful managers.					
6	On the average, women managers are less capable of contributing to an organization's overall goals than are men.					
7	It is not acceptable for women to assume leadership roles as often as men.					
8	The police community should accept women in key managerial positions.					
9	Society should regard work by female managers as valuable as work by male managers.					
10	It is acceptable for women to compete with men for top executive positions.					
11	The issues of pregnancy and maternity do not make women less desirable employees than men					
12	Women do not allow their personal feelings to influence their leadership behavior more than men					
13	Problems associated with menstruation should not make women less desirable than men as employees.					
14	To be a successful executive, a woman does not have to sacrifice some of her femininity.					
15	On the average, a woman who stays at home all the time with her children is a better mother than a woman who works outside the home at least half time.					
16	Women are less capable of learning mathematical and mechanical skills than are men.					
17	Women are not ambitious enough to be successful in the working world.					
18	Women cannot be assertive in leadership situations that demand it.					
19	Women possess self-confidence required of a good leader.					
20	Women are not competitive enough to be successful in the working world.					
21	Cannot give priority to their work lives because of their family responsibilities.					

Thank you for completing the questionnaire

Appendix B- Amharic version questioner

አዲስ አበባ ዩኒቨርሲቲ

የስነ-ትምህርትና ባህሪ ጥናት ኮሌጅ የሳይኮሎጂ ትምህርት ቤት

የሶሻል ሳይኮሎጂ ድህረ ምረቃ ፕሮግራም

መጠይቅ

በአዲስ አበባ ዩኒቨርሲቲ በሶሻል ሳይኮሎጂ ተመራቂ ተማሪ ነኝ። በአሁኑ ጊዜ “ሰራተኞች ስለ ሴት አመራሮች ያላቸው አመለካከት” በሚል ርዕስ ላይ ጥናት እያደረግሁ ነው። በዚህ ጥናት ውስጥ ለመሳተፍ ከተመረጡት ተሳታፊዎች አንዱ እርስዎ ነዎት ። ስለሆነም መጠይቁን በጥንቃቄ እንድትሞሉት በትህትና እጠይቃለሁ።

ይህ መጠይቅ ሁለት ክፍል ስላለው የመጀመሪያው ክፍል ስለ ጥናቱ ተሳታፊዎች አጠቃላይ መረጃ የሚመለከት ሲሆን ሁለተኛው ክፍል ደግሞ ተሳታፊዎቹ ስለ ሴት አመራሮች ያላቸውን አመለካከት በተመለከተ ነው። ሁለቱም ክፍሎች የየራሳቸው መመሪያ አላቸው፤ እባክዎን መመሪያዎቹን በትክክል ይከተሉ።

በመጨረሻም የሚሰጡት መረጃ ለጥናቱ አላማ ብቻ የሚውል ይሆናል። የመረጃ ሰጪው ማንነትም ለማንም አይገለፅም፤ ስለዚህ ስምዎን በመጠይቁ ላይ መፃፍ አያስፈልግም።

ስለ ትብብርዎ በድጋሚ አመሰግናለሁ ።

በዚህ ጥናት ውስጥ ለመሳተፍ ፈቃደኛ ነዎት?

አዎ

አይደለሁም

ክፍል 1:- አጠቃላይ መረጃ

መመሪያ:- ከዚህ ቀጥሎ የእርስዎን አጠቃላይ መረጃ በሚመለከት አማራጮች ቀርቦታል። ከቀረቡት አማራጮች ውስጥ እርስዎ ይወክላሉ ብለው ባመኑት አማራጭ ፊት ለፊት ባለው ሳጥን ውስጥ የ(✓) ምልክት ያድርጉ።

1. ያታ

ሀ. ወንድ ለ. ሴት

2. የእድሜ ደረጃ

ሀ. 18-25 መ. 45-54

ለ. 25-34 ሠ. 55-64

ሐ. 35-44 ረ. ከ 65 በላይ

3. በተቋሙ ውስጥ ምን ያህል ዓመት ሰርተዋል?

ሀ. 0 - 7 ዓመት መ. 22- 28 ዓመት

ለ. 8 - 14 ዓመት ሠ. ከ 29 ዓመት በላይ

ሐ. 15 - 21 ዓመት

4. የትምህርት ደረጃ

ሀ. ማስተርስ እና ከዛ በላይ ሠ. ሁለተኛ ደረጃ

ለ. ዲግሪ ረ. የመጀመሪያ ደረጃ

ሐ. ዲፕሎማ ሰ. ሌላ.....

መ. ሰርተፍኬት

5. ኃላፊነት

ሀ. ኮሚሽነር ጀነራል ረ. የማስተባበሪያ ኃላፊ

ለ. የዘርፍ ኃላፊ ሰ. ቲም ኃላፊ

ሐ. ዳይሬክተር ሸ. አባል

መ. ም/ል ዳይሬክተር

ሠ. የዲቪዥን ኃላፊ

6. የእርስዎ የቅጥር ሁኔታ

ሀ. ፖሊስ ለ. ሲቪል

7. የቅርብ አመራርዎ ያታ

ሀ. ወንድ ለ. ሴት

Employee's Attitude Towards Women Leaders at CIB.

Part II- ሴቶችን እንደ ሥራ አስኪያጅ መለኪያ

መመሪያ: ከዚህ በታች ሰራተኞች ስለ ሴት አመራሮች ያሏቸው አመለካከቶች ተዘርዝረዋል። የተዘረዘሩትን ዓረፍተ ነገሮች በጥሞና ካነበቡ በኋላ በእያንዳንዱ ዓረፍተ ነገሮች ከ1 እስከ 5 በተዘረዘሩት አማራጮች መሰረት ምን ያህል እንደሚስማሙ ወይም እንደማይስማሙ መልስዎን በያዘው ሳፕን ውስጥ የ 'X' ወይም የ (✓) ምልክት በማስቀመጥ ይመልሱ። እባክዎ ለሁሉም ጥያቄዎች ምላሽዎን ይስጡ ።

ደረጃ አሰጣጥ:-

- 1. በጣም አልስማማም
- 2. አልስማማም
- 3. እርግጠኛ አይደለሁም
- 4. እስማማለሁ
- 5. በጣም እስማማለሁ

Employee's Attitude Towards Women Leaders at CIB.

ተ ቁ	ጥያቄ	የስምምነት ደረጃ				
		በባም አልሰማምም	አልሰማምም	እርግጠኛ አይደለሁም	እስማማለሁ	በባም እስማማለሁ
		1	2	3	4	5
1	ኃላፊነትን የሚጠይቅ ስራ ከወንዶች ይልቅ ለሴቶች እምብዛም ተመራጭ አይደለም					
2	ሴቶች የአመራር ሥራ ሁኔታዎችን በትክክል ለመገምገም የሚያስፈልግ ግልፅነት አላቸው					
3	ፈታኝ ሥራ ከሴቶች ይልቅ ለወንዶች ይበልጥ የተመቸ ነው					
4	ወንዶች እና ሴቶች በአመራር ስልጠና ፕሮግራሞች ውስጥ ለመሳተፍ እኩል እድል ሊሰጣቸው ይገባል					
5	ሴቶች ውጤታማ ስራ አስፋፃሚ ለመሆን የሚያስፈልጋቸውን ክህሎቶች ለማግኘት ብቃት አላቸው					
6	በአማካይ ሴት አመራሮች ከወንዶች ይልቅ ለተቋም አጠቃላይ ግቦች አስተዋጽኦ የማድረግ አቅማቸው አነስተኛ ነው።					
7	ሴቶች የወንዶችን ያህል የመሪነት ሚና ቢኖራቸው ተቀባይነት አያገኙም።					
8	የፖሊስ ማህበረሰብ በቁልፍ አስተዳደራዊ ስራዎች ውስጥ ሴቶችን ሊቀበል ይገባል					
9	ማህበረሰቡ የሴት መሪዎችን ስራ እንደ ወንድ ሥራ አስፈፃሚዎች አስፈላጊ አድርገው ሊቀበሉት ይገባል					
10	የሴቶች ከወንዶች እኩል ለከፍተኛ የሥራ አመራር ቦታዎች መወዳደር ተቀባይነት አለው።					
11	የእርግጠኛ እና የእናትነት ጉዳዮች ሴቶች ከወንዶች ያነሱ ተፈላጊ ሰራተኞች ሊያደርጋቸው አይገባም					
12	ከወንዶች ይልቅ ሴቶች ግላዊ ስሜታቸው የመሪነት ባህሪያቸው ላይ ተፅእኖ እንዲያደርግባቸው አይፈቅዱም					
13	ከወር አበባ ጋር የተያያዙ ችግሮች ከወንዶች ይልቅ ሴቶችን ለስራ ተፈላጊ እንዳይሆኑ ሊያደርጋቸው አይገባም።					
14	ስኬታማ የሆነ አመራር ለመሆን አንዲት ሴት ሴትነቷን መስዋዕት ማድረግ የለባትም።					
15	በአማካይ ከልጅዎ ጋር ሁል ጊዜ በቤት ውስጥ የምትቆይ ሴት ቢያንስ ግማሽ ቀን ከቤት ውጪ ከምትሰራ ሴት የተሻለች እናት ናት					
16	ሴቶች ከወንዶች ይልቅ የሂሳብ እና የሜካኒካል ችሎታዎችን የመማር አቅማቸው ዝቅተኛ ነው።					
17	ሴቶች በስራ አለም ውስጥ ስኬታማ ለመሆን በቂ ፍላጎት የላቸውም።					
18	ሴቶች በሚያስፈልጉ አስተዳደራዊ ሁኔታዎች ውስጥ ጽኑ አቋም የላቸውም					
19	ሴቶች ከመልካም መሪ የሚፈለግ በራስ መተማመን አላቸው ።					
20	ሴቶች በሥራ ዓለም ስኬታማ ለመሆን ብቁ ተወዳዳሪ አይደሉም ።					
21	ሴቶች በቤተሰብ ሃላፊነቶች ምክንያት ለሥራ ህይወታቸው ቅድሚያ መስጠት አይችሉም።					

መጠይቁን ስለሞሉ አመሰግናለሁ

Appendix C- Descriptive statistics mean of WAMS

Descriptive Statistics mean of WAMS					
	N	Minimum	Maximum	Mean	Std. Deviation
It is less desirable for women than for men to have a job that requires responsibility.	300	1.00	5.00	3.6700	1.31410
Women have the objectivity required to evaluate leadership situations properly.	300	1.00	5.00	3.7867	1.08863
Challenging work is more important to men than it is to women.	300	1.00	5.00	3.3533	1.31183
Men and Women should be given equal opportunity for participation in management training programs.	300	1.00	5.00	4.2867	1.03346
Women have the capability to acquire the necessary skills to be successful managers.	300	1.00	5.00	4.0167	1.05519
On the average, women managers are less capable of contributing to an organization's overall goals than are men.	300	1.00	5.00	3.6633	1.26570
It is not acceptable for women to assume leadership roles as often as men.	300	1.00	5.00	3.3067	1.38529
The police community should accept women in key managerial positions.	300	1.00	5.00	4.0967	1.02510
Society should regard work by female managers as valuable as work by male managers.	300	1.00	5.00	4.2700	.93453
It is acceptable for women to compete with men for top executive positions.	300	1.00	5.00	4.0733	1.04159
The issues of pregnancy and maternity do not make women less desirable employees than men	300	1.00	5.00	4.0633	1.09391
Women do not allow their personal feelings to influence their leadership behavior more than men	300	1.00	5.00	3.6333	1.14452
Problems associated with menstruation should not make women less desirable than men as employees.	300	1.00	5.00	4.0733	1.10394

Employee's Attitude Towards Women Leaders at CIB.

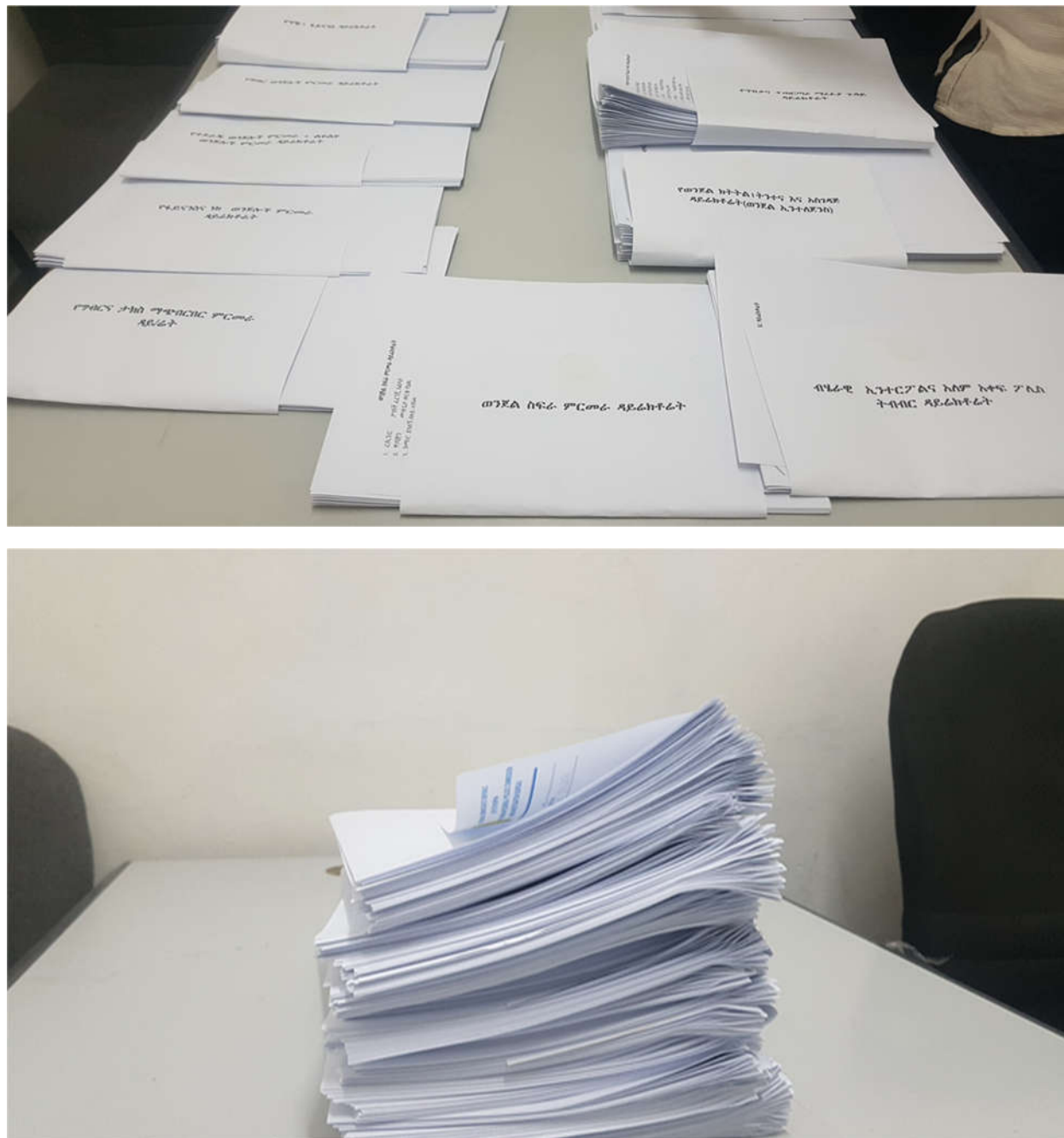
To be a successful executive, a woman does not have to sacrifice some of her femininity.	300	1.00	5.00	3.8500	1.36640
On the average, a woman who stays at home all the time with her children is a better mother than a woman who works outside the home at least half time.	300	1.00	5.00	2.8733	1.35032
Women are less capable of learning mathematical and mechanical skills than are men.	300	1.00	5.00	3.7500	1.17705
Women are not ambitious enough to be successful in the working world.	300	1.00	5.00	3.5133	1.40347
Women cannot be assertive in leadership situations that demand it.	300	1.00	5.00	3.8833	1.23889
Women possess self-confidence required of a good leader.	300	1.00	5.00	3.7933	1.23113
Women are not competitive enough to be successful in the working world.	300	1.00	5.00	3.9633	1.18885
Cannot give priority to their work lives because of their family responsibilities.	300	1.00	5.00	3.6767	1.27182
Valid N (listwise)	300				

Source: Own Survey (2021)

Employee's Attitude Towards Women Leaders at CIB.

Appendix D- Data collection phase

Figure 2 Sample of questioners during data collection



Source (Questioners ready for distribution to different departments 2021)

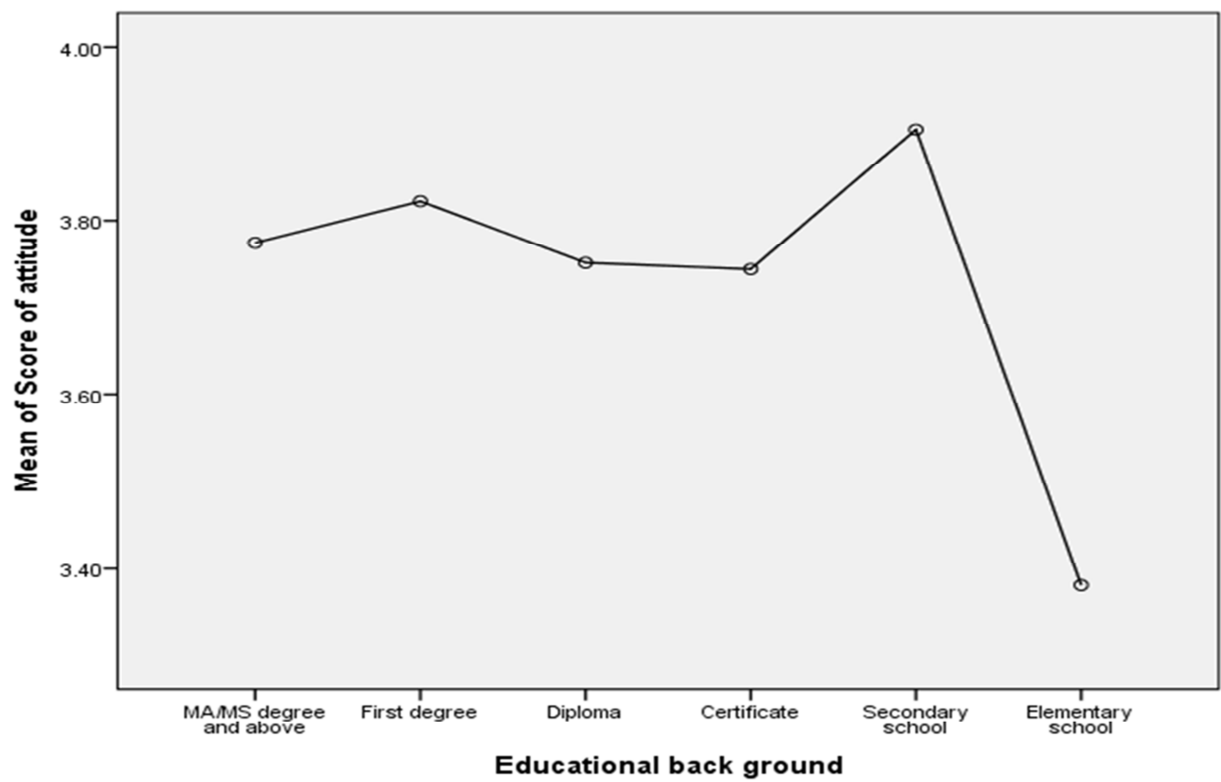
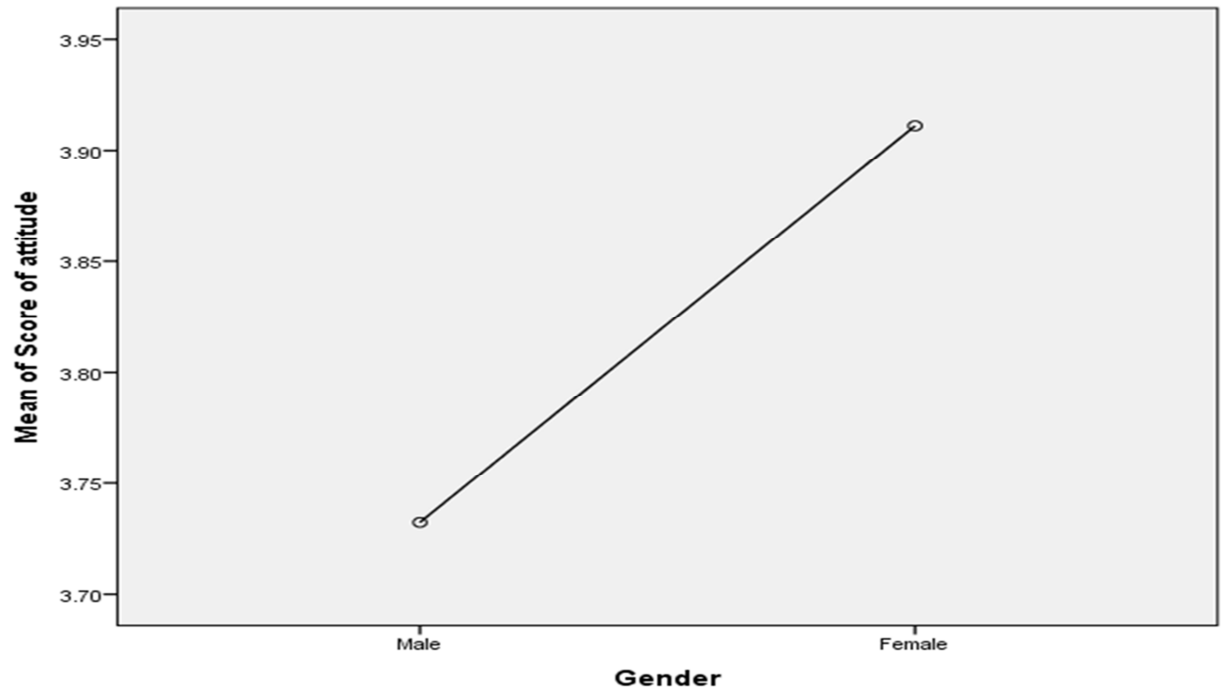
Employee's Attitude Towards Women Leaders at CIB.

Appendix E – Summery statistics of the pilot study participants

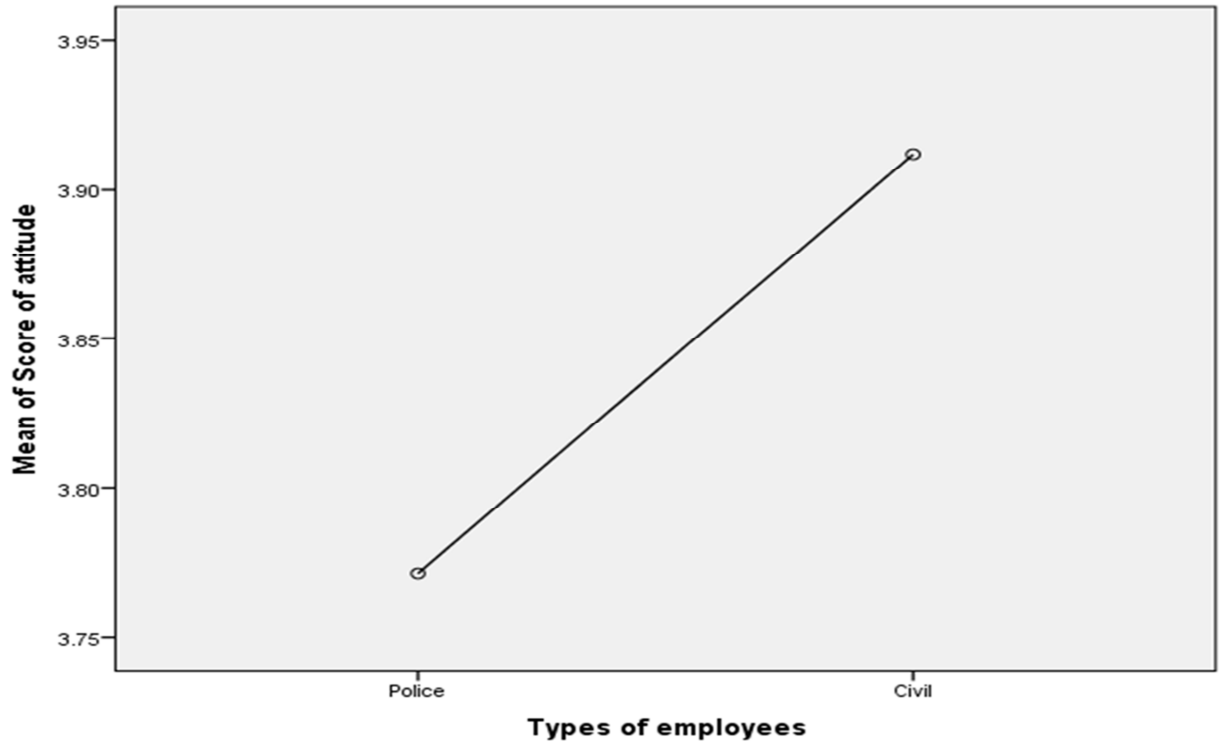
Variables	Label	Frequency	Percentage
Gender	Male	20	66.7 %
	Female	10	33.3 %
Age group	18-25	11	36.7%
	25-34	11	36.7 %
	35-44	07	23.3 %
	44-54	01	3.3 %
Educational background	Masters and above	1	3.3 %
	First Degree	15	50 %
	Diploma	9	30 %
	Certificate	4	13.3 %
	Primary school	1	3.3 %
Work experience	0-7 years	16	53.3 %
	8-14 years	7	23.3 %
	15-21 years	3	10.0 %
	22-28 years	4	13.3 %
Positions	Deputy Director	1	3.3 %
	Division Head	1	3.3 %
	Coordinator	6	16.7 %
	Team Leader	13	43.3 %
	Member	9	30 %
Types of employees	Police	25	83.3 %
	Civil	5	16.7 %
Gender of immediate leader	Male	23	76.7 %
	Female	7	23.3 %

Source: Own Survey (2021)

Employee's Attitude Towards Women Leaders at CIB.

Appendix F –distribution of participants

Employee's Attitude Towards Women Leaders at CIB.



Source: Own Survey (2021)

Employee's Attitude Towards Women Leaders at CIB.

Appendix G-Model of diagnostics

Figure 3 Histogram Normal distribution curve

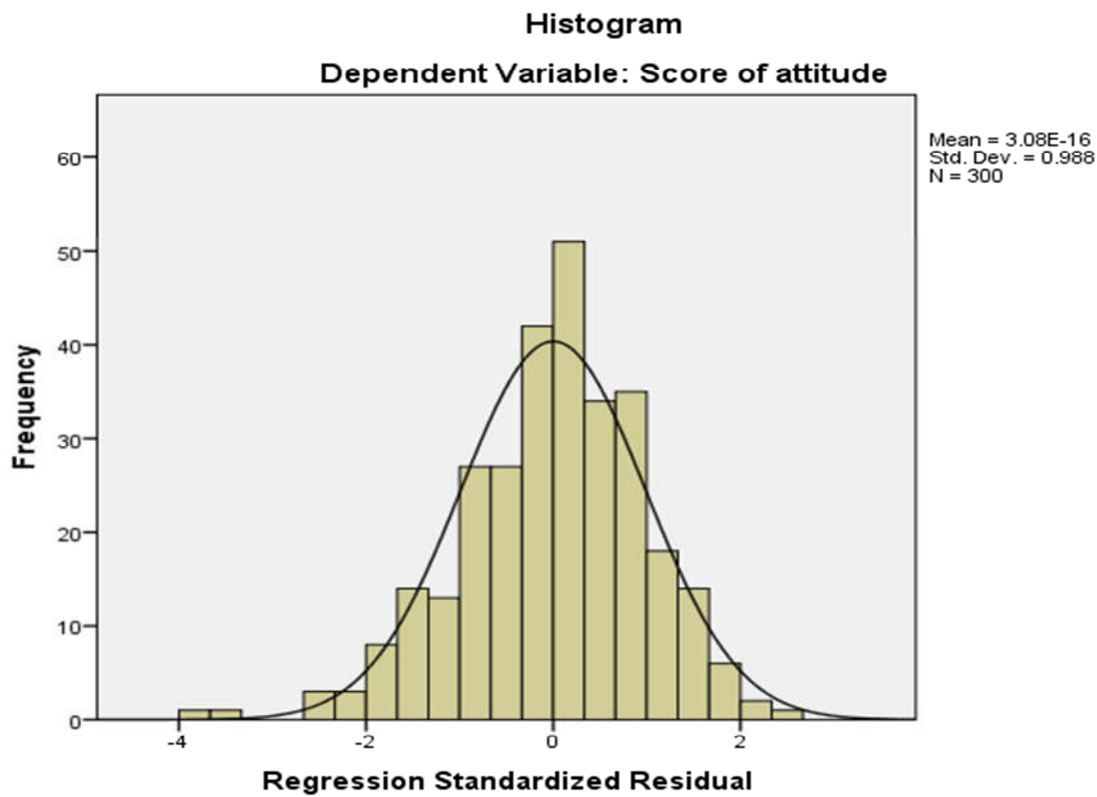
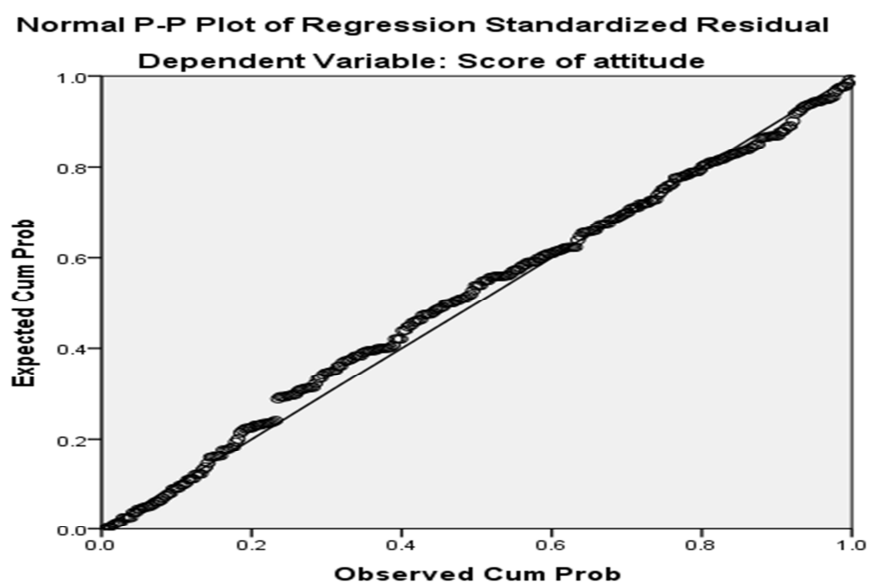
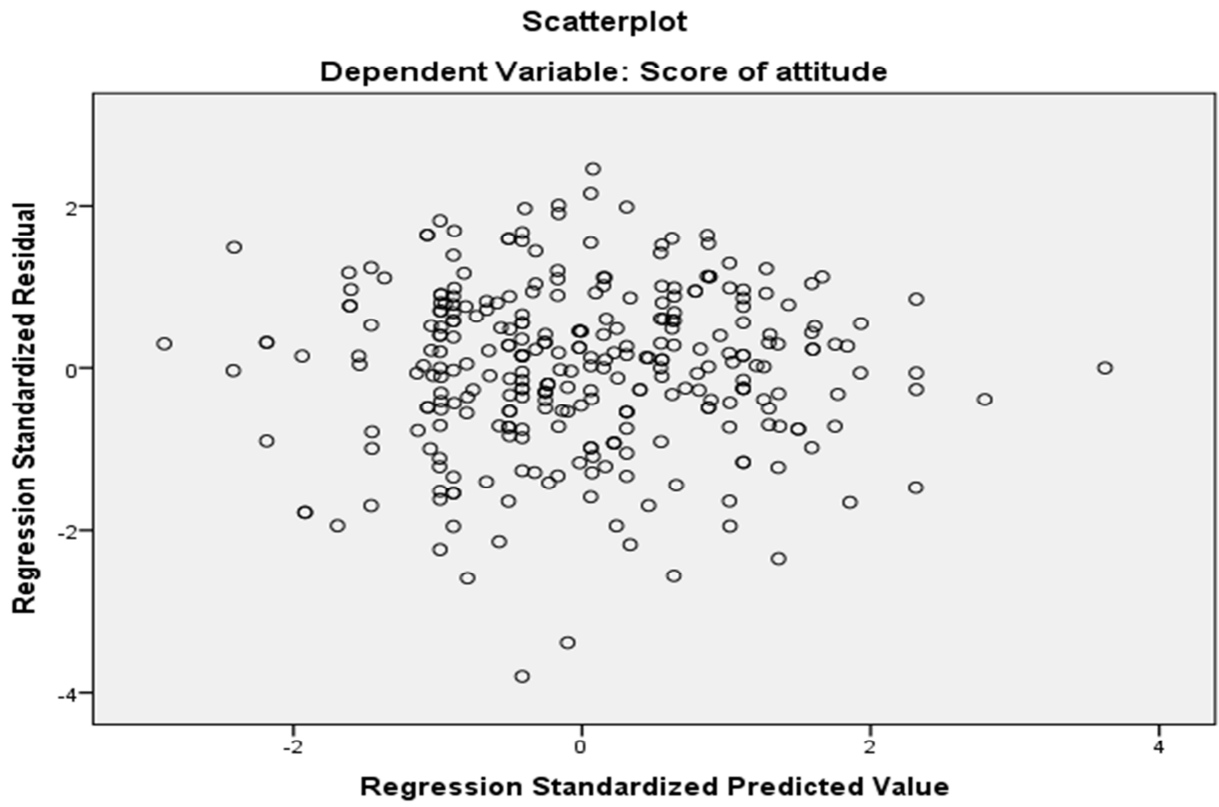


Figure 4 Normal P.P Plot regression standardized residual



Employee's Attitude Towards Women Leaders at CIB.

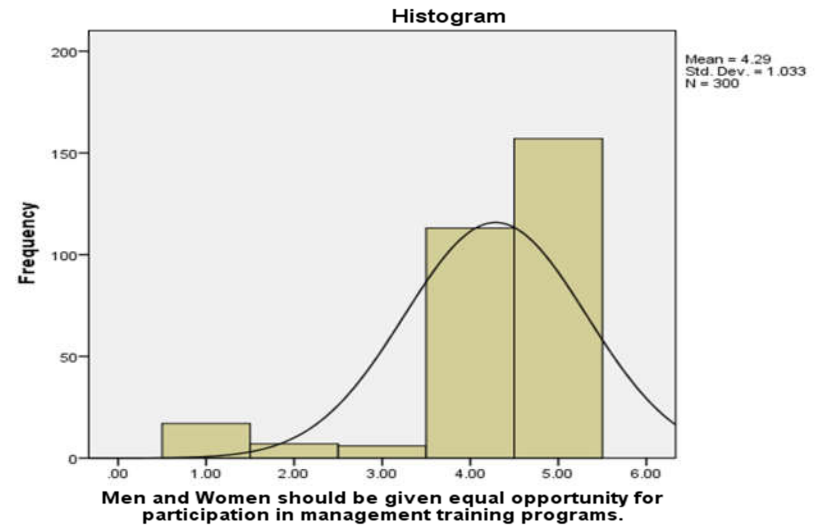
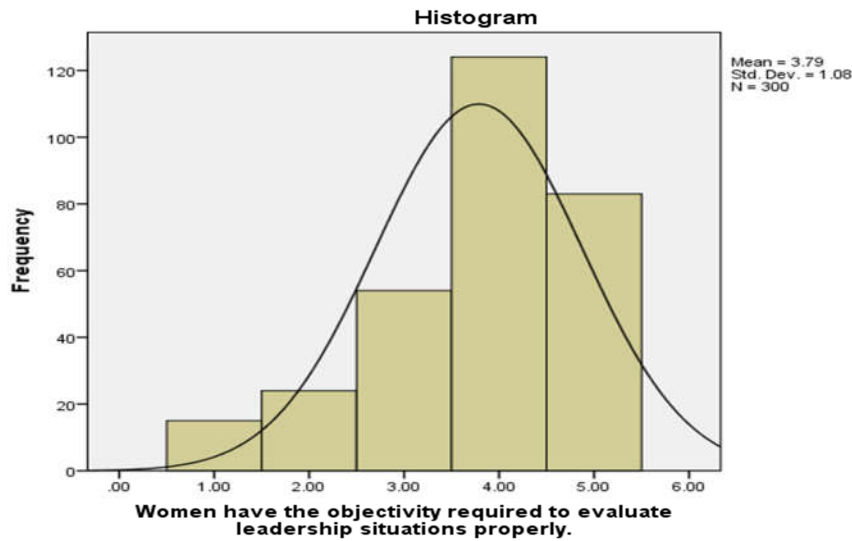
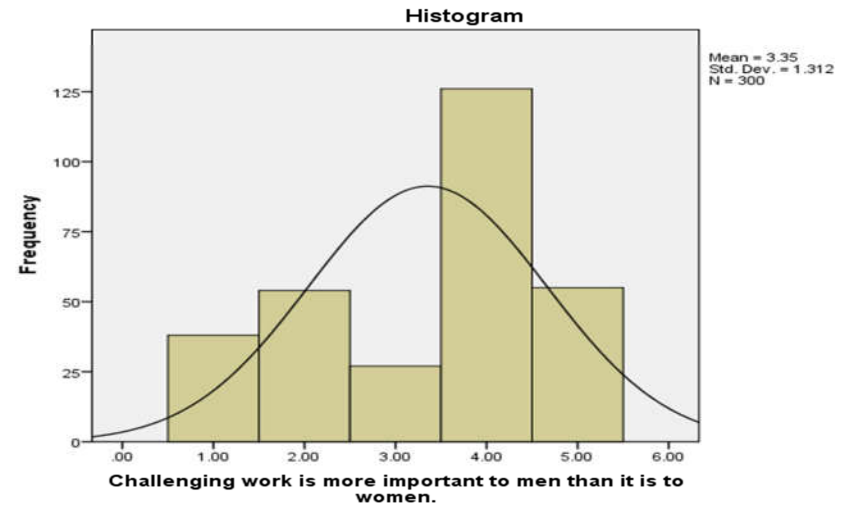
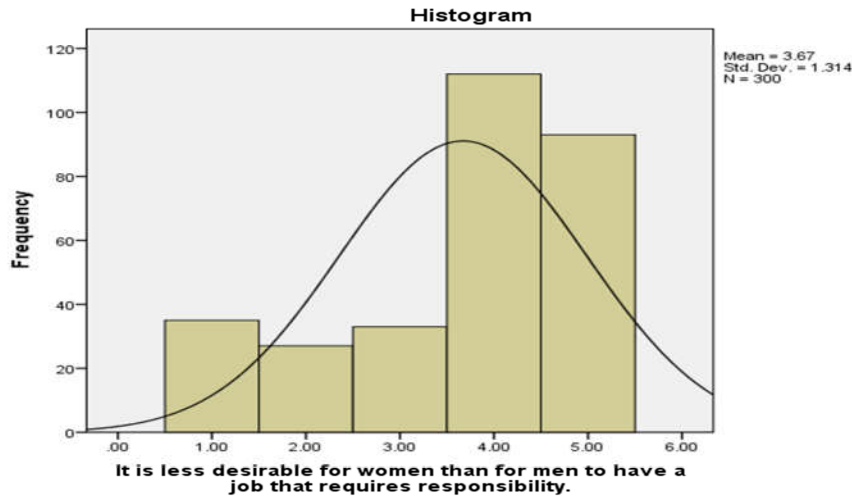
Figure 5 scatterplot



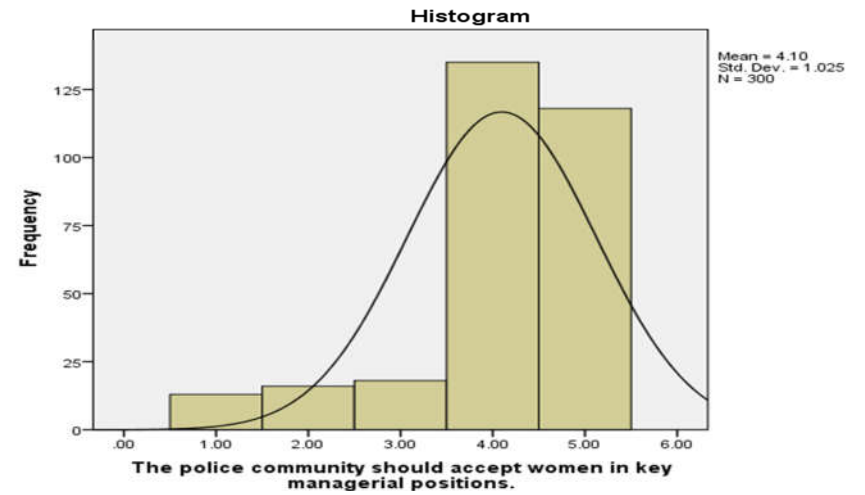
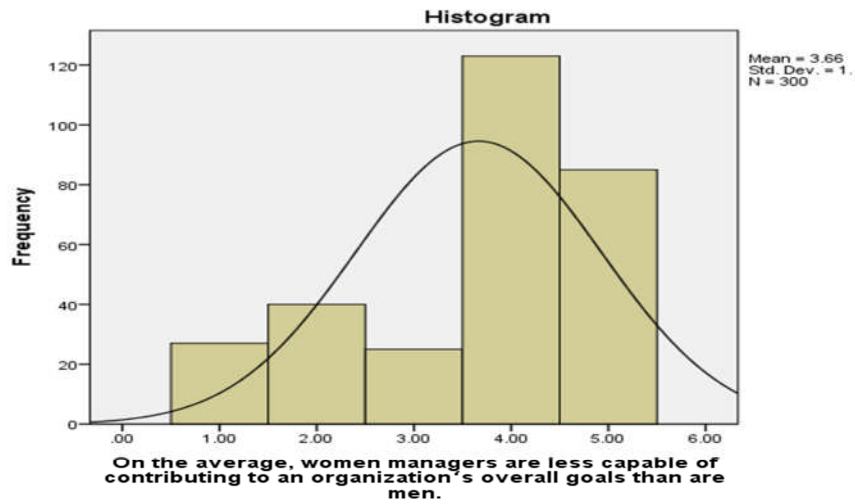
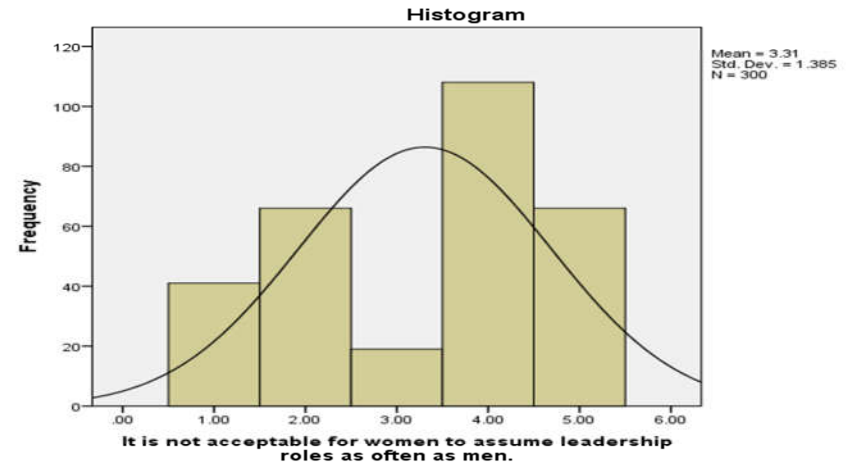
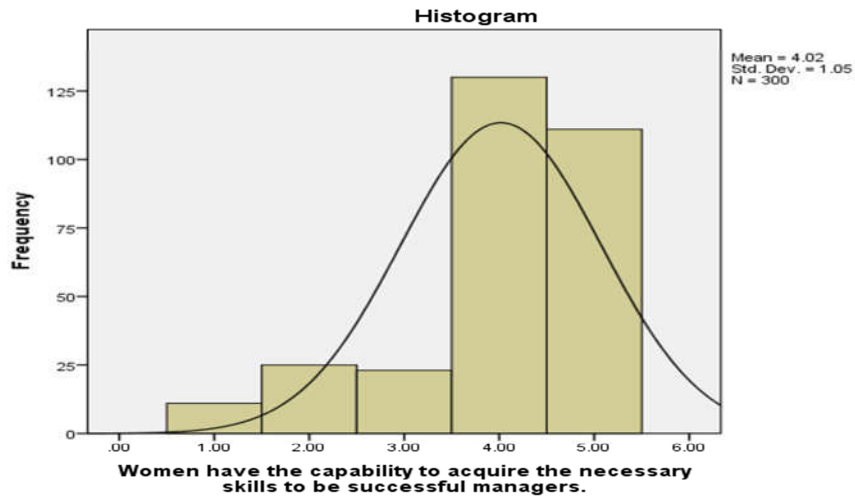
Source: Own Survey (2021)

Employee's Attitude Towards Women Leaders at CIB.

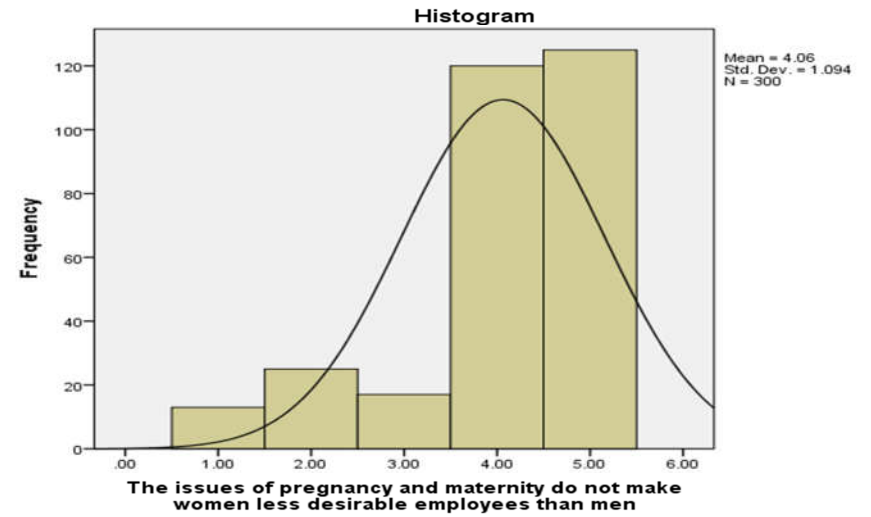
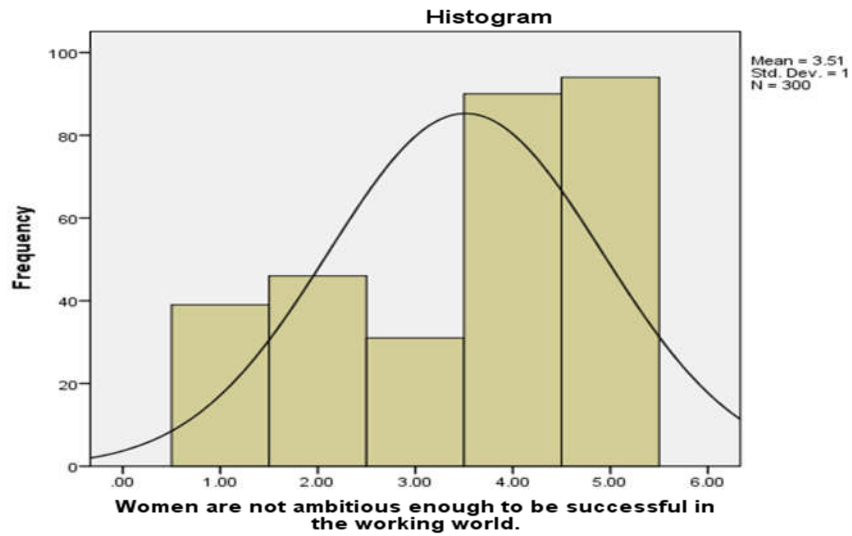
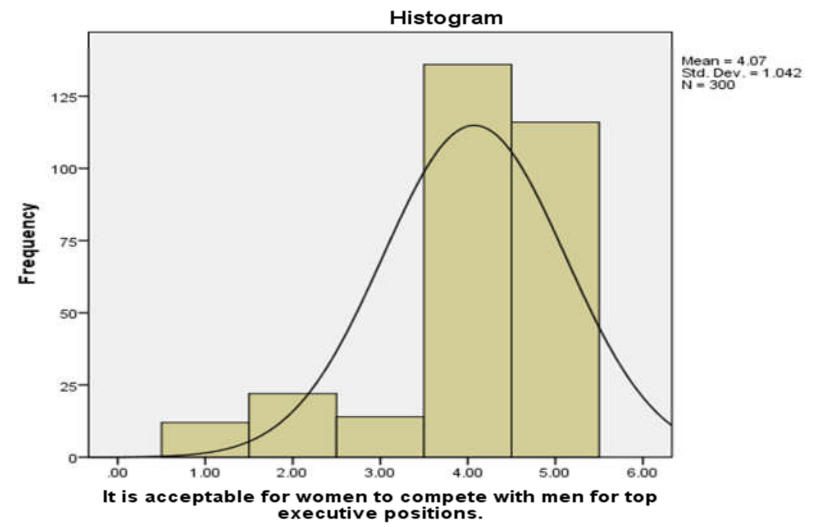
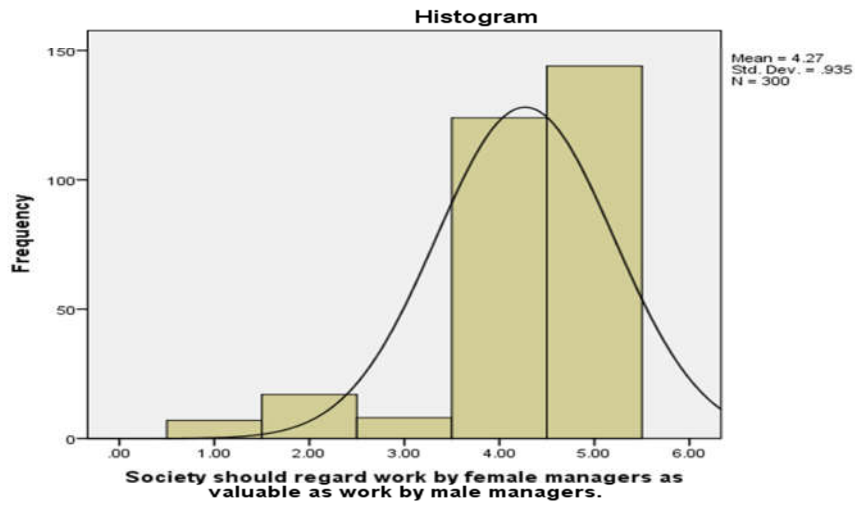
Appendix H –Summary statistics of Respondents view towards assess the employee's attitude towards women leaders (n = 300)
2021 survey



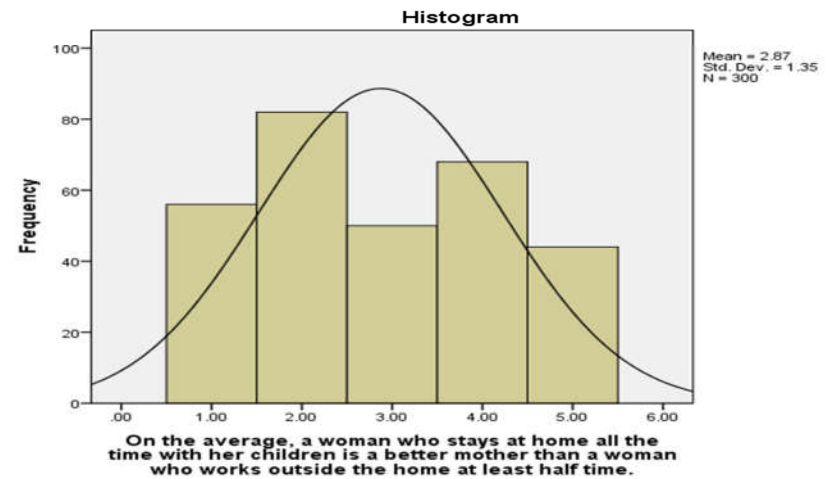
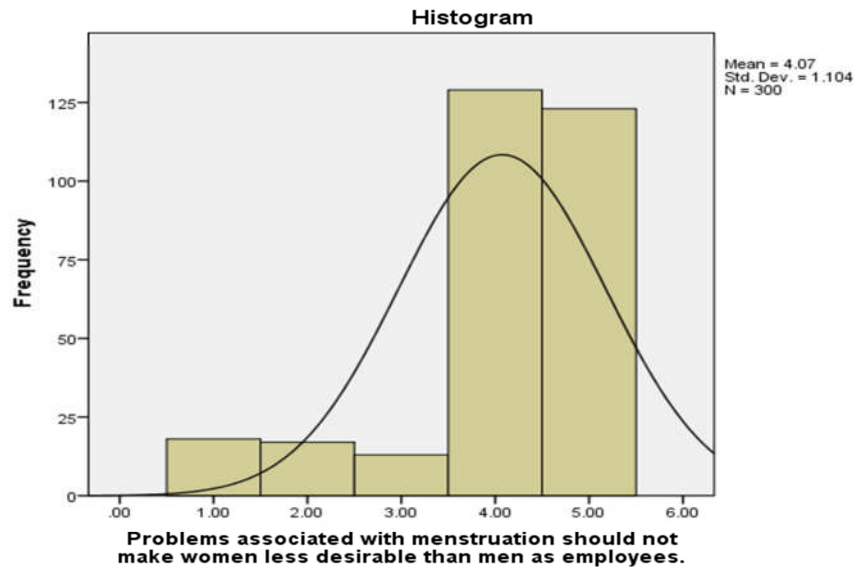
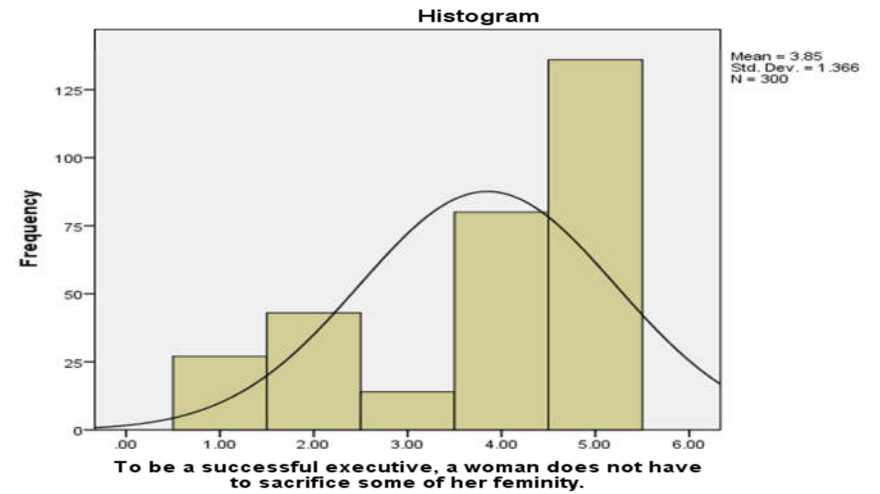
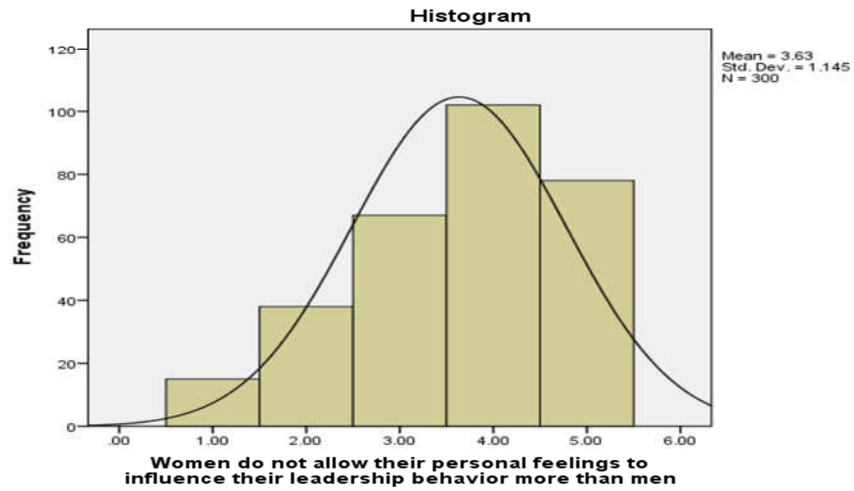
Employee's Attitude Towards Women Leaders at CIB.



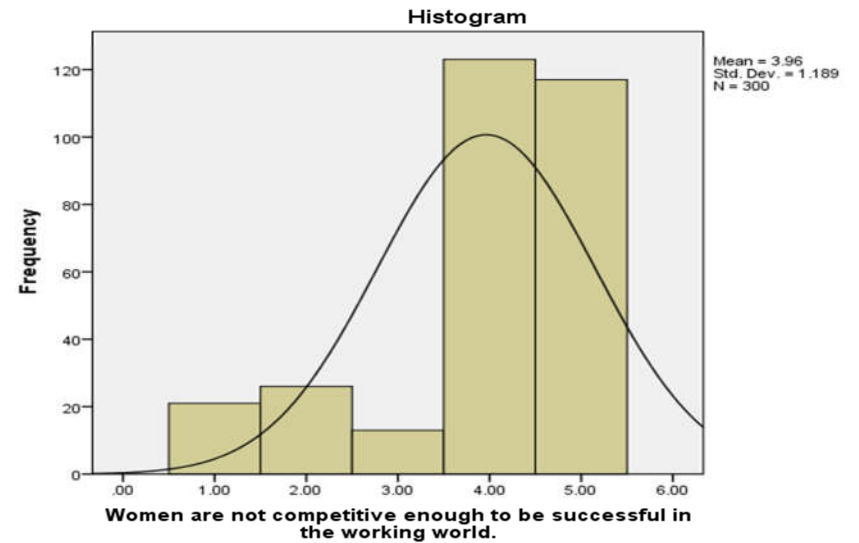
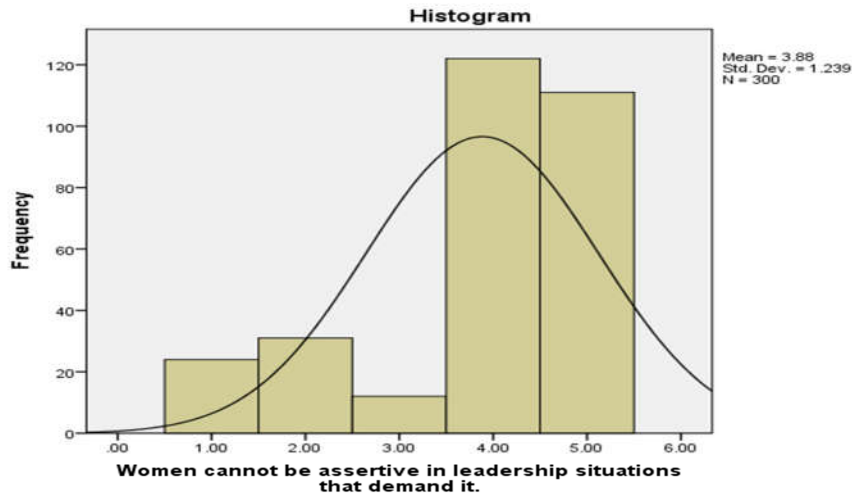
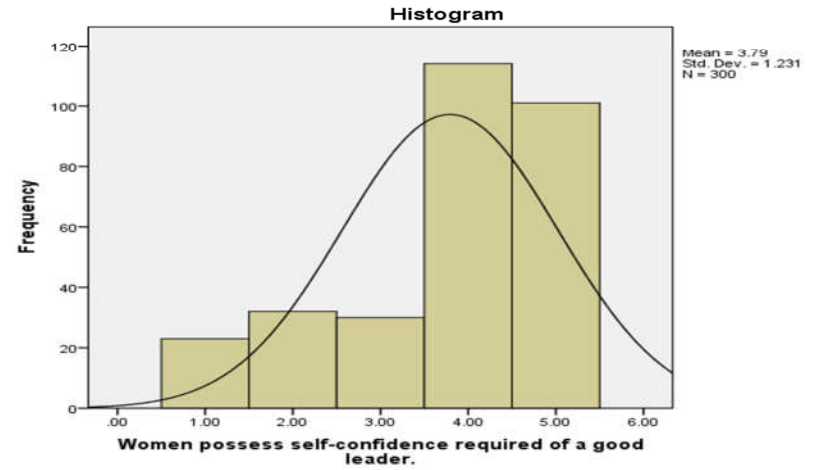
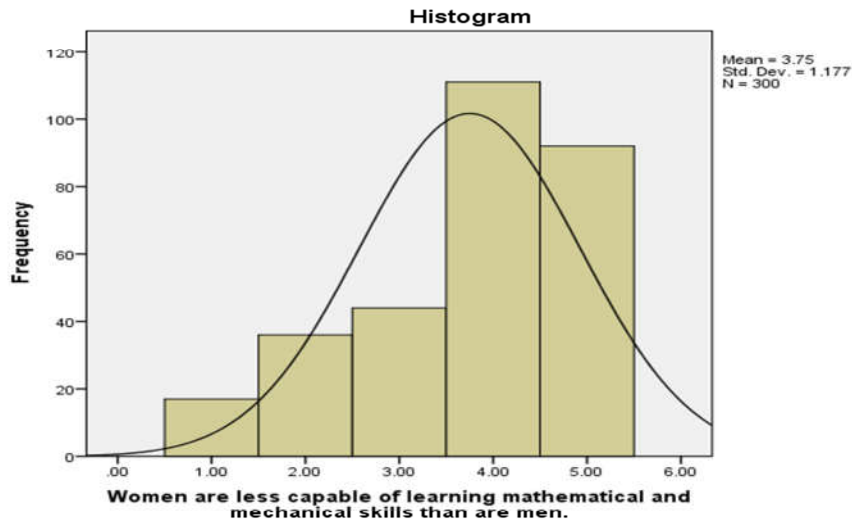
Employee's Attitude Towards Women Leaders at CIB.



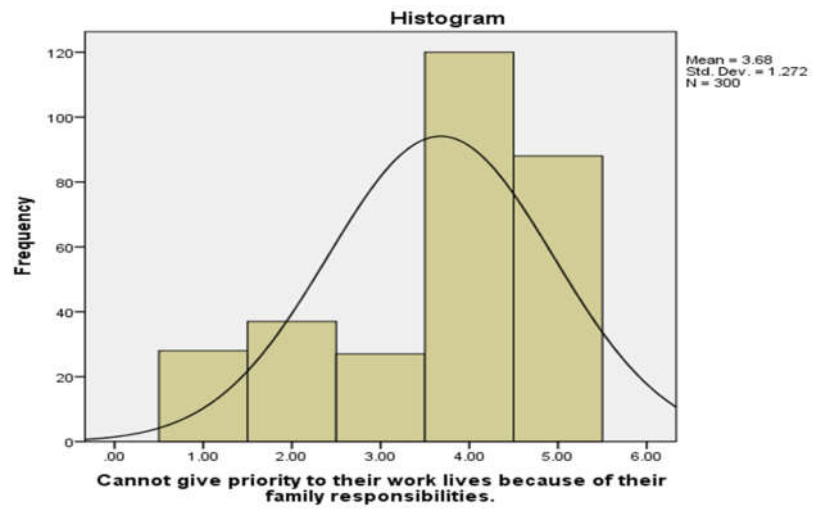
Employee's Attitude Towards Women Leaders at CIB.



Employee's Attitude Towards Women Leaders at CIB.



Employee's Attitude Towards Women Leaders at CIB.



Source: Own Survey (2021)