



**School of Graduate Studies  
School of Business and Public Administration  
MBA Program**

## **Workers' Attitude towards Female Managers**

A thesis paper submitted to the School of Graduate Studies of Addis Ababa University in partial fulfillment of the requirements for the degree of Master of Business Administration with a specialization in Management.

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## Statement of Certification

This is to certify that this thesis work, “Workers” attitude towards female managers”, undertaken by Meba Tadesse for the partial fulfillment of Masters of Business Administration (MBA) at Addis Ababa University, is an original work and not submitted earlier for any degree either at this University or any other Universities.

Research Advisor: Teshome Bekele

\_\_\_\_\_

Date: \_\_\_\_\_

## Declaration

I, Meba Tadesse declare that this work entitled “Workers” attitude towards female managers”, is the outcome of my own effort and study and that all sources of materials used for the study have been acknowledged. I have produced it independently except for the guidance and suggestions of the Research Advisor.

This study has not been submitted for any degree in this University or any other Universities. It is offered for the partial fulfillment of degree of Masters of Business Administration.

By: Meba Tadesse

Signature \_\_\_\_\_

Date \_\_\_\_\_

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## **Executive Summary**

The study is focused on examining the attitude of workers towards female managers. It is aimed at mainly finding out whether unfavorable attitude towards female managers exists among workers in spite of the efforts being taken to ensure females' equality in Ethiopia. A sample of 85 workers from five different organizations (three governmental organizations and two non-governmental organizations) was used in the study. The attitude of workers was measured using the widely used attitude measurement scale, Woman As Managers Scale (WAMS). The results of the data analysis showed workers hold unfavorable attitude towards female managers. Further, gender was found to be significantly affecting the attitude of workers, among the four demographic variables (age, gender, marital status and education level) used in the study. It was identified from the study that, the male workers hold significantly less favorable attitude towards female managers than the female workers. Finally, suggestions and recommendations are forwarded for different groups in the study including, female managers, workers, management bodies in organizations, and the concerned parties in the country for ensuring the equality of females.

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## Chapter I Introduction

### 1.1. Background

“Women have faced and are still facing a multitude of challenges and obstacles to their wellbeing and development including poverty, discrimination, marginalization, violence, abuse, deprivation, exclusion among others.” This was a speech made by the United Nations Economic Commission for Africa (UNECA) deputy, Executive Secretary Jennifer Kargbo, in the opening of the four day forum by UNECA Committee on Women Development (CWD), on May 17, 2011, at the UN Conference center, Addis Ababa. The goal of the four day forum was to define strategies maximizing African women opportunities and influence change in a way that registers concrete results in the next five years. The secretary said that the committee needs to rethink the existing strategies in order to accelerate a gender responsive social and economic transformation in Africa as a way of delivering the much needed changes demanded by African women. (The Ethiopian Herald May 18<sup>th</sup> 2011).

“Within two or three months following my promotion to a managerial position, I was partially deprived of my right to the transportation service. This was neither because I didn’t deserve it, nor I had personal disagreement, but only because I was a female.” This was a response from a female manager interviewed regarding worker’s attitude towards her, as a manager. She observed that the workers in the transportation facility hesitated to confer up all the benefits pertaining to the position that would have been given had it been a male manager in the position. You might need to take time and wonder „Why“? Why would anyone fail or take a longer time to recognize the capacity and the right of females to be in a managerial position? Why would females be discriminated at the work place? The long rooted Gender Stereotypical attitude towards females could be an answer for this question. Ilgen and Terborg (1975) have argued that the attitudes responsible for gender stereotyping and the process by which they have been derived are the two possible sources of discriminatory behavior.

Despite the many efforts being taken to guarantee the equality of women, the results still show that it was not adequate, as mentioned above by the UNECA Executive Secretary. First and for most, something must change, the society’s attitude towards women, and that if not reduce all

the problems that women in Africa are facing, it at least changes the discriminatory behavior towards them.

Stereotyping of females as less competitive and less capable is not unusual. As studies indicated, this is true for most countries, regardless of their economic development. Multinational researches on “attitude towards female managers” reported the universal existence of sex-role stereotypes. Research conducted in US (Dubno, 1985, Crystal L. Owen and William D. Todor, 1993 ), US vs. Chili (Mark Cordano et al, 2001), US vs. Nigeria (Tomkiewicz and Adeyemi Bello, 1995), United Arab Emirates (Abdallah M. Elamin and Katlin Omair, 2010), Greece (Eleanna Galanaki, 2009), India (kaval Gulhati, 1990), Canada (Barbara Orser,1994), and Egypt (Mohamed M. Mustafa, 2003); all concluded their study realizing the existence of negative attitude towards women managers, that is, women are viewed as being less qualified than men for a managerial position. And surprisingly, most of the studies found out that, the males hold a less favorable attitude towards female managers than the females. The unit of observations that the researchers used to study attitude included Undergraduate Business students, MBA students, some HR professionals and Managers of both sexes.

## **1.2.Statement of the Problem**

In Ethiopia, where the culture is mostly male dominating and hindering the potential of females, one can expect same results (unfavorable attitude), if not worse, as that of the studies mentioned earlier. But, one might also expect a changed attitude towards females in general, hence female managers in particular, due to the widely declared policy of Females’ Equality in terms of education, job opportunities, and managerial positions, in 1986 Ethiopian Calendar (The Ethiopian Women Development and Change Package, 1998Eth. Cal., pp.5).

Previous studies mentioned earlier, failed to consider „workers” as a unit of observation on analyzing attitudes. It is most likely that the more individuals are exposed to female managers, the less biased their attitude becomes. In this study, the unit of observation will be workers working with female managers (the female managers being their immediate or higher level supervisors), so as to benefit from analysis of attitude which is more or less free of cultural biases. Another reason why workers are chosen as the unit of observation is, female managers

are highly influenced by the attitude of the society in general, and the workers make the influence even higher. As mentioned earlier, since attitude derives the action of individuals, the attitude level of the workers determines their behavior towards the female managers which in turn encourages or discourages the role of female managers in the organization.

### **1.3. Definition of Terms**

*Attitude* is an expression of inner feelings that reflect whether a person is favorably or unfavorably predisposed to some object. It has three components; affective (feelings), cognitive (beliefs, information possessed) and behavioral (the likely action towards the object). (William G. Zikmund, 2003). This study will focus on the cognitive component of attitude, since it is investigating the belief workers hold towards Female Managers.

*Gender Stereotyping:* Gender Stereotypes/Sex-role stereotypes related to management appear to stem from common views of males as more independent, objective, task oriented, aggressive, and generally better able than females to handle managerial responsibilities, whereas females are seen as more sensitive, gentle, consideration oriented, passive, and less suited than males for positions of high responsibility in organizations (Terborg and Ilgen, 1975).

### **1.4. Research Questions**

This paper tries to examine the effect of demographic variables; age, gender, marital status and education level (the independent variables of the study) on attitude of workers (the dependent variable of the study). The study tries to answer the following questions:

- Is there a gender stereotypical attitude (attitude that sees woman as less qualified for a managerial position) among workers towards female managers?
- Among the demographic variables in the study; age, gender, marital status and education level, which variable affects attitude of workers towards female managers more?
- As many of the previous studies found out, does gender affect this attitude more?

- Do the male workers have a less favorable attitude towards female managers than the female workers?

### **1.5.Objectives of the Study**

- To learn if a gender stereotypical attitude towards female managers exists among the workers in Addis Ababa despite the efforts being taken to eliminate that.
- To examine the impact of the demographic variables; age, gender, marital status and education level on attitude towards Female managers.
- To investigate which variable determines attitude of workers more.
- To pave the way for further researches on Female managers in Ethiopia since it requires more attention considering the importance of females for the country's development.

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

This study is believed to contribute to all levels of Female managers working in different Organizations in Addis Ababa, helping them realize that attitude of workers towards them could still be both favorable and unfavorable. The unfavorable attitude could happen for no reason but just because of an old rooted belief; that gives the managerial position appropriate for men only. This should in turn motivate the female managers to show out their capability as managers, thereby changing the negative attitude workers have. The study is also believed to contribute to the current progress that is going on in the country, i.e., equal opportunities of education, jobs, and managerial positions to females. It accelerates the movement in a way that spends an effort in changing the attitude of the society, towards women. The study could also pave the way for further study on the effect of attitude on the performance level of female managers and thereby track for possible remedy to change, reduce even eliminate the negative attitude workers or any individuals have.

## Chapter II Literature Review

### 2.1. Definition and Theory of Attitude

As Zikmund (2003) defines it; “attitude is an expressions of inner feelings that reflect whether a person is favorably or unfavorably predisposed to some object.” He mentions in his book that there are three components of attitude; affective (feelings), cognitive (beliefs, information possessed) and behavioral (the likely action towards the object). This definition relates with that of Katz’s (1960), who defines attitude as “the predisposition of an individual to evaluate some symbol or object or aspect of his world in a favorable or unfavorable manner.”

Katz(1960), in his theory of attitude, asserts that at the psychological level the reasons for holding onto or for changing attitudes are found in the functions they perform for the individual. He mentions four functional approaches to attitude; *adjustive function*, *ego-defensive function*, *value expression function*, and *knowledge function*. In the *Adjustive function*, attitudes are affective associations based upon previous experiences. The adjustive function is the focus of this study because, individuals are believed to hold their attitude towards females because of their experience on women as housewives, cooks, servants, mothers, and many more, not as someone who is capable of doing the many things that men do like, succeeding in education, assuming managerial positions and contributing to developments.

*The ego-defensive* attitude stems from internal conflicts, for example, hostility towards a minority in order to protect oneself from feelings of inferiority. *The value expressive* attitude gives a positive expression to a central value or to the type of person an individual conceives himself to be. Finally in the *knowledge function*, an individual seeks knowledge to give meaning to what would otherwise be a chaotic and unorganized universe.

### 2.2. Gender Stereotyping (*The Glass Ceiling*)

Ashmore and Del Boca (1979), after reviewing various definitions of gender stereotyping, tried to incorporate the idea of all with a single and simple statement. They define *stereotype* as a „structured set of belief about the personal attributes of a group of people“. Whereas, *sex stereotype* or *gender stereotype* is, a structured set of belief about the personal attribute of males and females. Powell (1993) in his book of „Women in Management“, explaining what

this set of beliefs incorporate, defines gender stereotype as a belief that sees men to be high in „masculine“ traits such as independence, aggressiveness, and dominance, and women to be high in „feminine“ traits such as gentleness, sensitivity to the feelings of others, and tactfulness. Powell (1993), further explaining about this belief mentions that beliefs about sex differences appear to have remained essentially the same since the late 1960s, despite the increased attention given to gender stereotypes in the popular media and the considerable changes that have taken place in the work world since then.

*A Glass Ceiling* is a metaphor introduced in 1986 by writers of the Wall Street Journal to explain the contradiction of an increasing number of women entering the labor market and their persistently limited access to leadership positions (Black and Rothman, 1998; Oakley, 2000; Weyer, 2007). The metaphor portrays the difficulty that women in the corporate world face, in order to attain positions of higher levels, although these appear to be attainable, given their achievements in education and abilities. So, it looks as if they were falling on an invisible wall, since the difficulties are not very clear and evident at first sight. The glass ceiling, thus, constitutes an invisible barrier for women and minority groups, preventing them from moving up the corporate ladder (Weyer, 2007). The phenomenon has been explained in many ways, including corporate practices, such as recruitment (Powell, 1987), retention, remuneration and development (Witt and Nye, 1992), structural and cultural factors, as prescribed by feminist theory (Robeyns, 2003; Noble and Moore, 2006) and behavioral causes, such as stereotyping and preferred leadership. Of the above mentioned, Gender role Stereotypes is the major reason for the existence of the Glass ceiling. As mentioned earlier, Gender stereotypes are common beliefs about character traits that describe men and women. Indicatively, characteristics such as self-reliance, independence and aggressiveness, which are thought of as male characteristics, are usually attributed to *successful leaders*. On the other hand, traits such as non-aggression, spiritual values, artistic inclinations and concern for others are mostly attributed to women. Therefore, the existence of gender stereotyping puts women with power in a disadvantaged position compared to their male counterparts, exactly because their gender stereotype conflicts with the leadership stereotypes. (Galanaki, et al, 2009).

## **2.3. Women Related Issues in Ethiopia**

### **2.3.1. The Ethiopian Women Development and Change Package (1998, Eth. Cal.)**

Many efforts are being taken in the country, currently, in order to achieve the Policy declared in 1986, regarding the equality of women in many aspects. A package prepared by EFDR, Women Issues Minister, 1998, Ethiopian Calendar, states about the “Ethiopia women development and changes”. It is stated in the package:

It is an unthinkable to go for a development without considering the contribution of the female group, in a country where almost 50 percent of the total population constitutes females. Any kind of social movement going on the country should be considering this half part of the community, otherwise, it would only be based on half energy, half knowledge, and half effort. Ethiopia has always been a country suffering from backwardness and anti-democracy system for many years. And the females have been the main victim of the system. But there have been changes since the declaration of the national policy on „females“ equality“, in 1986. The main objective of the policy is to make the females free of the pressures that they have been carrying for many years and to enable them to come up to the managerial and decision making positions. Those pressures include the discriminatory attitudes the society has towards them. Therefore, since the declaration of the Policy, the females are getting their major problems solved, gradually. But since the problems women are facing are long rooted, the movement of assuring the equality of women in the political and social aspects has not shown a satisfactory result, yet. It requires a much more effort and attention.

One of these long rooted problems is a gender stereotypical belief/attitude that the society has about females. The wrong attitude that sees the males as the dominants of females has always been strong because it was appreciated by the law, the culture and the different beliefs and values of the society. The second problem that hindered women from acting equally as men is their insignificant effort to participate in the social and economical issues of the country. The females are not confident and motivated enough to show up their capacity and ability to act as equally as the males. The last

problem is lack of governmental effort that is responsive to the urgency/seriousness of the problem.

As mentioned in the above statement, the first and the major problem that the females are facing in our country is the long rooted gender stereotypical attitude that the society has towards females. The package also contains the vision, the goal and the strategy that are used to come up with satisfactory results on the movement of females' equality.

### **2.3.2. The Ethiopian Women Development and Change Package (2002, Eth. Cal.)**

Another package prepared in the year 2002, Ethiopian Calendar, also puts the situation of women in Ethiopia. In this package, it is mentioned that the percentage of females in the total population is even bigger, more than half (52.36%). In the package, it is mentioned about the movement on the women equality and the progress so far. Other than the Policy Declaration on women equality, other advancements are also stated as follows:

Because of the long rooted and unfair stereotypical action towards females, their participation and benefit has been very low. Therefore, the females were given the opportunity for education, jobs, promotions and other benefits through Affirmative Actions.

Considering the seriousness/urgency of the problem, the government has structured a management that takes care of Women Issues, at a Federal level. Besides, females are assigned in different managerial positions in different offices, beginning from the position of a Minister.

In the Economy sector, to ensure women's property ownership and administration right, a law is established to register the names of both wife and husband on the license of Land ownership. Besides, many females are provided with loan service and training on small scale businesses in order to improve their economic situation and change their life. It is true also in the education sector; the participation of women has shown a great advancement both in the lower education and higher education levels. This is because, they are provided with opportunities through affirmative action.

In Addis Ababa governmental offices, on average, only 18% of the managerial position is assumed by females. This percentage is very small considering the efforts being taken to increase the number of female managers in the managerial position. Therefore, among all other efforts, the issue of bringing females into a managerial position should be given much emphasis.

In this package also, the reason for not being able to achieve the desired result is stated as the long rooted and the complex problems the women have. And the problems are here generalized in to two:

1. The gender stereotypical attitude towards females, which holds that the females are less capable, to participate in the political and social issues than the males.
2. The insufficient participation of women themselves to overcome the pressures they have.

The last problem mentioned in the first package (1998), „lack of governmental effort that is responsive to the urgency/seriousness of the problem“, is not mentioned here as a problem. This could be due to the better movement by the government towards responding to the seriousness of the problem.

### **2.3.3. Different Speeches by Females in Managerial Positions**

“A development without the participation of females is unthinkable”, said the gender directorate director, W/ro Ayelech Gugsu during the celebration of Women’s day, March 8, 2011 in Arba Minch national park. According to W/ro Ayelech, females’ participation in all aspects of the development activities will only fasten the development. Specially now, with the five years development and transformation plan of the government, the females are believed to play a significant role. The statement: “the participation and movement of women is essential for the successful completion of the five years development and transformation plan in the country” was the motto of the day during the celebration of the National Women’s day, on March 8, 2011. (Addis Zemen, March 25, 2011).

In another volume of Addis Zemen newspaper, published in April 16, 2011, it is stated that government should continue its effort on women’s development giving opportunities for

women to participate in the accomplishment of the coming five years development and transformation plan. In the newspaper, it is stated that in the construction of „The Big Millennium dam of Abay River“, the females are already showing their willingness and readiness to assume responsibilities. During the celebration of the 13<sup>th</sup> anniversary of the Addis Ababa females“ association, the vice president of the association, W/ro Meseret Abdi stated that “females are the primary beneficiary of the development plans, the more the development is backward, the more disadvantaged the women be”. Therefore, according to W/ro Meseret, the women will take the primary role to fasten and strengthen the development and transformation plans.

#### **2.4. Review of Related Articles**

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

November, 1990 other researchers Narasimhan and Iyer (1990) came up with critics of this study. The researchers“ argument was that some important factors that might strongly affect attitude had been ignored. Among those factors are, exposures to women working outside home (either as managers or otherwise): the researchers suspect that individuals might have a different attitude had they been exposed to women managers. The other factor that the study failed to consider was the type of Education. Gulhati generalized that Education level has no significant impact on attitude. But Narasimhan and Iyer“s point is that if the type of education (Technical education Vs Social Education) is considered, individual“s attitude may differ with respect to the type. They put their argument this way; “A doctorate in a specialized technical

field is unlikely to affect a person's world view when even optionals of sociology, history or literature at the school level affects an individual deeply.”

Owen and Todor (1993) conducted a comparison study on Attitude towards female managers, also used the WAMS, with an effort to find out, which group, the HR professionals (experienced with female managers) or Undergraduate students, have a more positive attitude towards Female Managers. The results indicating the HR professionals' attitudes toward women as managers were significantly more positive than the attitudes of the students. This indicates that lack of experience might, in part, explain students' negative attitudes toward women as managers. In addition, within each of the two groups, the mean WAMS score for women was significantly higher than the score for men. This finding leads to a conclusion that, attitude of Men towards female managers, might be better with a level of education and experiences, but still remains to be less positive than that of Women’s attitude towards female managers.

Another study conducted by comparing two cultures (countries), and also the two sexes within countries, US vs. Chili by Cordano (2002) and his colleagues and US vs. Nigeria by Tomkiewicz and Adeyemi (1995), with an intention to assess the comparative impact of sex differences vs. culture differences on attitude, found more significant difference for sex than for culture. Both the studies used the WAMS to measure attitude, the participants being undergraduate Business students and in both cases, sex was found to explain more of the variability in attitude than culture, even though, over all attitude towards female managers is found to be more favorable in US than it is in Chili and Nigeria. These results indicate, as in the previous cases, attitude towards female managers gets better or more positive with economic development of a country, but still sex differences keep on explaining attitude more.

Elamin and Omair (2010), conducted a research on “Males” attitudes towards working females in Saudi Arabia”, with the objective of first, analyzing the males’ attitudes and expectation towards working females; second, examining the impact of some demographics variables such as marital status, employment status, education level, and age on attitudes towards working females in Saudi Arabia. The researchers were also aimed at testing the validity of the recently developed multidimensional aversion to women who work scale (MAWWWS) in Saudi Arabia. They found out that Saudi males hold very traditional attitudes towards working

females. The paper also reveals that, the single, unemployed, young and educated Saudi males report less traditional attitudes towards working females compared with married, employed, old, and less educated ones. Age was found to be the most important predictor of the males' attitudes towards working females. The scale (MAWWWS), was also validated with this study.

A research conducted in Malta, with the objective of investigating specific barriers that might be hindering Maltese women from achieving a managerial position. The study was focusing on both the internal barriers and the external barriers. Cortis and Cassar (2005), the researchers of this study, "Perceptions of and about women as managers: investigating job involvement, self-esteem and attitudes", discusses that Family obligations and domestic responsibilities are mostly for women, which makes women to be less involved in their work. They claim that this may be one explanation why males populate managerial positions, since it is a career that requires an adequate degree of job involvement. The more the Job involvement the more positive would be one's self-esteem, because, the researchers argue that employees who are job involved are more likely to believe in their work ethic and to exhibit growth needs, consequently enhancing how one views him/herself within the organization. Therefore, job involvement and self-esteem was the internal factor the researchers considered. The external barrier that hinders the Maltese woman from achieving a managerial position was considered to be attitude towards women in management. According to Cortis and Cassar (2005), despite the gains that women in Malta have made, negative attitudes and stereotypes of women as leaders still prevail. The researchers used some statistical measures to measure the impact of Job involvement and self esteem on the achievement of women in managerial positions; they also used the measurement WAMS, Woman as Managers Scale, to measure attitude. The participants of the study included male and female middle managers, female and male employees and Commerce students. In their findings, the researchers concluded that results indicate no differences between job involvement and work-based self-esteem of male and female managers. On the other hand, both male employees and students seem to hold more stereotypical attitudes towards women in management than their female counterparts.

## 2.5. Woman as Managers Scale (WAMS)

Several of Woman Managers scales have been developed by many researchers, to study attitude towards females in management or work in general. Among the few are; Multidimensional Aversion to Women Who Work scale (MAWWWS) (Valentine and Mosley, 1998), Attitudes Towards Women as Managers (ATWAM) scale (Yost & Herbert, 1985) and Woman As Managers Scale (WAMS) (Peters et al, 1977).

Opinion is, according to Katz (1960), the verbal expression of an attitude. The measurement scale of attitude for this study is the widely used Woman As Managers Scale (WAMS). It investigates the true opinion of individuals; workers in our case, thereby to enable generalize their attitude towards woman managers. This scale, specifically developed to measure attitude towards Women Mangers, was developed by American researchers, (Terborg, Peters, Ilgen, & Smith, 1977). The scale contains 21 items in a Likert-like format. Each item, with opinions about the qualification of females to a managerial position compared to the males, having seven response alternatives ranging from 'strongly agree' to 'strongly disagree'. The 21- item Women as Managers scale (WAMS) is one of the most often cited instruments for measuring attitudes towards managerial women. The item content for the scale includes statements about women's leadership potential (e.g., .It is not acceptable for women to assume leadership roles as often as men), as well as beliefs regarding the degree to which women possess various traits thought to be useful in managerial positions (e.g., .Women are not ambitious enough to be successful in the business world.). The WAMS, however, also contains items that tap attitudes toward women's employment more globally (e.g., .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.) and general skills (e.g., .Women are less capable of learning mathematical and mechanical skills than are men.). The full format of the scale is found in the annex.

## Chapter III Methodology

The study uses a cross-sectional survey research, in order to get quantitative description of attitude towards female managers in the selected sample and so as to investigate the overall attitude of workers, in Addis Ababa, towards female managers. The study uses workers in five organizations as a unit of observation, which other studies failed to focus, for the benefit of “exposure to female managers”.

### 3.1.Data Collection Techniques

Primary data collection technique is used. The primary data was collected through questionnaires distributed to workers in different organizations of Addis Ababa. A sample of five organizations found in Addis Ababa; two NGOs (World Vision Ethiopia and Compassion) and three government organizations (Ministry of Education, Water and Sewerage Authority, and Women and Children Affairs Office), were used in the study. The researcher selected these organizations based on the information that female managers currently work there. The researcher also believed that the five organizations can represent all workers in government and non-government organizations in Addis Ababa.

*Population:* the total population in the study is workers working in organizations, in Addis Ababa, who are exposed to female managers. Since it is unlikely to address all organizations in Addis Ababa, a sample of organizations (two governmental and three non-governmental) were randomly selected, to represent all types of organizational workers. The total population of the workers in the selected organizations counts to almost 1000. Since the workers are homogeneous, 10% sample was randomly taken from the population.

*Sample and Sampling technique:* the sample was taken from the total population (i.e., the workers in the selected organizations, having female managers as their immediate or higher level supervisors). 100 sample participants from each organization were selected and questionnaires were distributed, but because of failure to give some important information by few participants, it was only from the 85 responses that the data was found suitable for analysis.

*Instrumentation:* data was collected using two instruments: First, a questionnaire that consists of demographic information of the respondent which includes; age, sex, education level, marital status and job position the employee assumes in the organization. But the last demographic variable, which is job position was not used in the analysis because, almost all the workers participated in the study were found to be non-management employees (same level). Since the organizations, having female managers working was intentionally selected, all respondents were found to have more or less a close relationship with the female managers in the Organization. Therefore, the respondents' attitude towards the female managers is believed to be based on their exposure to female managers. Second, the widely used attitude measurement scale, the Woman as Managers Scale (WAMS) was used to investigate attitude of workers towards female managers. The WAMS was converted to its Amharic Version for some participants. This was done with the suggestion of the management in the organization; considering the English language efficiency of the workers. The Women as Managers scale (WAMS) was designed to identify and measure stereotypical attitudes towards women managers (Peters, et al, 1977). The scale contains 21 items in a Likert-like format. Each item has seven response alternatives ranging from 'strongly agree' to 'strongly disagree'. Ten items are worded to portray women as managers favorably and eleven items are worded to describe women managers unfavorably. The favorably worded items portray men and women managers as equal and the unfavorable items depict women as inferior to men. The eleven unfavorably worded items are reverse scored because disagreement with a negative item would indicate a favorable response.

The total score is the sum of all the responses and can range from 21 to 147 or taking the average, from 1 to 7 because, the average of each score is analyzed, with high scores, 6 to 7, indicating favorable attitudes towards women as managers and low scores, less than 6, indicating less positive attitudes. The Scale is categorized as:

- |                               |                   |
|-------------------------------|-------------------|
| 1. Strongly Disagree          | 5. Slightly Agree |
| 2. Disagree                   | 6. Agree          |
| 3. Slightly Disagree          | 7. Strongly Agree |
| 4. Neither Agree nor Disagree |                   |

Average score of 6 is the expected score to conclude that the workers have a favorable attitude towards female managers. Any score less than 6 shows that the respondents tend to hold a less favorable attitude. To come up with the average score of each respondent's attitude, the total score is divided by the 21 items; which gives it a range of scores from 1 to 7. Note that the unfavorable worded items are reversely scored. Here are three sample items of the WAMS:

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 business situations properly.
3. Challenging work is more important to men than it is to women, etc.

**Note:** The full copy is attached as annex, at the end of the paper.

Measures: Demographic variables were measured using four different scales ranged from two categories to four categories. Gender is categorized in to: "Male" and "Female". Age was recorded in four categories: 1. " $\leq 30$ ", 2. "31-40", 3. "41-50" and 4. " $\geq 51$ ". But for some analysis, it was found necessary to reduce the category of age in to two only: 1. " $\leq 35$ " and 2. "36+", this is based on the assumption that the  $\leq 35$ s represent the younger workers and any above 35 age, represent the older age workers. Marital status was recorded in two categories: 1. "Single" and 2. "Married". Education level was recorded in three categories: 1. "Diploma", 2. "BA/BSc Degree" and 3. "Masters Degree". As in the case of the Age category, in some analysis the category was varied in to only two categories, for convenience, consisting of; 1. "Diploma" and 2. "BA/BSc and Masters Degree". Lastly, for convenience of the analysis, the dependent variable, attitude level is categorized in to two: " $\leq 5.99$ " and "6+", implying "less favorable" and "favorable" attitude levels respectively.

### 3.2.Data Analysis Techniques

To analyze the data and produce results, the software, Statistical Package for Social Sciences (SPSS version 19) is used.

- Descriptive analysis of the data is presented in a table, showing the frequency, mean scores and standard deviations of the independent and dependent variables.
- One sample t-test is used to understand if the attitude levels of respondents“ reach the expected score, which tells whether the general attitude workers hold towards female mangers is favorable.
- Independent Sample t-test is used to study if there is a significant difference between the mean attitude scores of; 1. The male workers and the female workers, 2. The younger age group of workers and the older age group of workers, 3. The “single “workers and the “married” workers and 4. The less educated workers and the well educated workers. The result showed that there is a significant difference between the two categories.
- One tail test is used to study the direction of the difference i.e., to test the hypothesis that
  - The male workers hold less favorable attitude than the female workers.
  - The younger age group of workers hold less favorable attitude than the older age group of workers.
  - The “single” workers hold less favorable attitude than the “married” workers.
  - The less educated workers hold less favorable attitude than the well educated workers.
- Finally, a chi square test is used for each demographic variable in the study to investigate their relationship with the respondents“ attitude towards female mangers. It is then identified which demographic variable among the four influences the workers attitude more.

### **3.3.Assumptions**

This study is conducted in both Governmental and non-governmental organizations based on an assumption that the working environment of workers (including Salary) from the Government organizations and from the NGOs does not affect the attitude they hold towards their female managers.

### **3.4.Scope and Limitations**

This study is focused at finding out workers' attitude towards female managers, the managers being either their immediate supervisors or higher level. The workers are to be selected from five different governmental and non-governmental offices that have female managers working. It is directed towards examining whether the workers attitude towards the female managers is favorable due to the widely declared women equality in the country. It is also directed at finding out which demographic variable among; gender, age, marital status and education level, affects attitude of workers towards female managers.

The limitations of this study has been the respondents' reluctance to provide important information on time and appropriately and the limited time available to carry out the research.

## Chapter IV Findings and Discussions

### 4.1. Descriptive Analysis of the study

The study focused on workers from five different organizations in Addis Ababa. For the analysis, the workers were categorized with four demographic variables; gender, age, marital status and education level. About 58.8% of the respondents were males but the number of female respondents is also large enough to represent the female workers in Addis Ababa. The majority of the respondents (about 75%) are categorized as the younger group of workers, i.e., below the age of 40. Among which, 40% are even younger being grouped under the age of 30. The married group of workers takes larger portion than the single group. None of the respondents were found to be below diploma, and it is only a small percentage (14%) of the workers with a Diploma. The majority (61%) hold their first degrees, while a small percentage (22%) was found to be with their second degrees. The following tables (Table 1 to 4) depict the descriptive data of the workers based on the above demographic variables.

**Table 1 Gender**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	35	41.2	41.2	41.2
	Male	50	58.8	58.8	100.0
	Total	85	100.0	100.0	

**Table 2 Age Categories**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	<= 30	35	41.2	41.2	41.2
	31 – 40	29	34.1	34.1	75.3
	41 – 50	18	21.2	21.2	96.5
	51+	3	3.5	3.5	100.0
	Total	85	100.0	100.0	

**Table 3 Marital Status**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Single	34	40.0	40.0	40.0
Married	51	60.0	60.0	100.0
Total	85	100.0	100.0	

**Table 4 Education Level**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Diploma degree	14	16.5	16.5	16.5
BA/BSc Degree	52	61.2	61.2	77.6
Masters	19	22.4	22.4	100.0
Total	85	100.0	100.0	

Besides the demographic variables, descriptive analysis for the dependent variable (attitude of workers) is also shown. The attitude level is the score results of the respondents from the 21 items in the WAMS scale. Each item has a score that ranges from 1 to 7. Then the average score is taken by dividing the total score by 21. Accordingly, the average score of all respondents is calculated and the result is divided into two categories; “ $\leq 5.99$ ” and “6+”, to categorize the attitude level as a “less favorable” and “favorable”, respectively. As can be shown in Table 5, the majority of the respondents (72.9%) tend to have a less favorable attitude towards female managers.

**Table 5 Attitude Level**

		<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Valid	<=5.99(Less Favorable)	62	72.9	72.9	72.9
	6.00+(Favorable)	23	27.1	27.1	100.0
	Total	85	100.0	100.0	

Further to analyze the attitude level of workers with respect to the different demographic variables, a cross tabulation is prepared. The mean attitude score of all the demographic variables together with the standard deviation is presented in Table 6 to 10.

Table 6 depicts the attitude score of the workers with respect to Gender. The female workers have an average attitude score of 5.73, which is closer to 6. This shows that the females have a more favorable attitude towards female managers than the males, whose average attitude score is 5.27, very far from 6.

**Table 6 Attitude Level \* Gender**

Attitude Level

Gender	Mean	N	Std. Deviation
Female	5.7294	35	.67600
Male	5.2736	50	.72351
Total	5.4613	85	.73569

The attitude score with respect to the age variable can be shown in Table 7. From the table it can be told that, the older workers have a more favorable attitude than the younger workers. Those workers, whose age group is “51+”, hold an average attitude level of 5.9, and the average score is still better with the age group of “41-50” than those with age groups below 40. Table 8 shows average score of attitude for only two classification of the age group (“<=35” and “36+”). There

it can be understood that the workers in the older age group tend to have a more favorable attitude than those of the younger age group.

**Table 7 Attitude Level \* Age Categories**

Attitude Level

Age Categories	Mean	N	Std. Deviation
<= 30	5.5257	35	.69640
31 – 40	5.2490	29	.84027
41 – 50	5.6017	18	.60720
51+	5.9200	3	.49960
Total	5.4613	85	.73569

**Table 8 Attitude Level \* Age Categories**

Attitude Level

Age Categories	Mean	N	Std. Deviation
<= 35	5.4003	64	.77125
36+	5.6471	21	.59277
Total	5.4613	85	.73569

In the marital status variable, though both groups (the “single” and the “married”) average attitude score is lower than the expected score, which is 6, the “married” groups have a higher score than the “single” group. This implies, the attitude of workers towards female managers is more favorable with married workers than with those of the single ones

**Table 9 Attitude Level \* Marital Status**

Attitude Level

Marital Status	Mean	N	Std. Deviation
Single	5.2565	34	.73581
Married	5.5978	51	.71021
Total	5.4613	85	.73569

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.

**Table 10 Attitude Level \* Education Level**

Attitude Level

Education Level	Mean	N	Std. Deviation
Diploma degree	5.4129	14	.61768
BA/BSc Degree	5.4563	52	.76267
Masters	5.5105	19	.77316
Total	5.4613	85	.73569

#### 4.2. Testing Hypotheses of the Study

The study has six hypotheses about the attitude of workers towards female managers. The hypotheses are stated as follows:

*H1: There is a gender stereotypical attitude (unfavorable attitude) among workers towards female managers.*

*H2: The male workers tend to hold less favorable attitude towards female managers than their female counterparts.*

*H3: The younger age group ( $\leq 35$ ages) of workers tend to hold a less favorable attitude towards female managers than the older age group ( $36+$ ages) of the workers.*

*H4: The “single” workers hold a less favorable attitude than “married” workers.*

*H5: The less educated workers (Diploma holders) tend to have a less favorable attitude towards female managers than the well educated workers (BA/BSc and Masters Degree holders).*

*H6: The variable gender affects attitude of workers more.*

The first hypothesis in the study is that there exists a gender stereotypical attitude (unfavorable attitude) among workers towards female managers. As it was mentioned earlier, the average score of 6 is believed to be the value for a positive/favorable attitude in the WAMS. Any score less than 6 tend to lessen the positive attitude because it is directed towards accepting of women in managerial positions, slightly. And as it gets even lesser, it gives a meaning of complete disagreement with the idea of women in management. Therefore, the above hypothesis is expressed this way:

***Ho:*** *The average attitude score of all the workers is greater than or equal to 6.*

***Ha:*** *The average attitude score of all the workers is less than 6.*

The null hypothesis states that workers have a favorable attitude towards female managers, while the alternative states they have unfavorable attitude. This hypothesis is tested using a one-sample t-test. The result, in Table 11 shows that, the null hypothesis should be rejected. The calculated T value, -6.751 is found in the rejection area of the distribution, less than the critical value, -1.645 (at 95% confidence interval). Therefore, the average score of the workers in the sample, 5.46 is significantly less than 6.

### **One-Sample Statistics**

	N	Mean	Std. Deviation	Std. Error Mean
Attitude Level	85	5.4613	.73569	.07980

**Table 11 One-Sample Test of the Mean score of the Workers**

	Test Value = 6					
	T	df	Sig.(2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Attitude Level	-6.751	84	.000	-.53871	-.6974	-.3800

The second hypothesis states that the male workers have a less favorable attitude towards the female workers. To test this hypothesis, the independent sample t-test is conducted for the means of the two categories in the variable Gender.

***Ho:** There is no significant difference between the means of the two groups (the male workers and the female workers have equal means for attitude level).*

***Ha:** The male workers hold a less favorable attitude than the female workers.*

**Group Statistics**

	Gender	N	Mean	Std. Deviation	Std. Error Mean
Attitude Level	Male	50	5.2736	.72351	.10232
	Female	35	5.7294	.67600	.11426

**Table 12 Independent Samples Test of Equality of Male workers' and Female workers' attitude**

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	Df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Attitude Level	Equal variances assumed	.211	.647	-2.936	83	.004	-.45583	.15525	-.76461	-.14704
	Equal variances not assumed			-2.972	76.332	.004	-.45583	.15338	-.76129	-.15037

The calculated t value (-2.936) lies below the critical value (-1.645 when a one tail test is performed), which is the rejection area. Therefore, according to the test result, the null hypothesis is rejected and the alternative hypothesis is accepted, that states the male workers hold a less favorable attitude than the female workers towards female managers. The confidence interval for the difference between the two population means is (-.75461 to -.14704). The interval does not include zero, this again indicates that there is a significant difference between the means of the attitude level of the male workers and the female workers.

The third hypothesis states that the younger age group (<=35ages) of workers tend to hold a less favorable attitude towards female managers than the older age group (36+ages) of the workers. The independent t-test is performed to test this hypothesis.

***Ho:** There is no significant difference between the means of the two groups (the younger age group of workers and the older age group of workers have equal means for their*

attitude level).

*Ha: The younger group of workers hold a less favorable attitude than the older group.*

**Group Statistics**

Age Categories	N	Mean	Std. Deviation	Std. Error Mean
Attitude Level <= 35(Younger age group)	64	5.4003	.77125	.09641
36+(Older age group)	21	5.6471	.59277	.12935

**Table 13 Independent Samples Test of Equality of Attitude of Younger group and Older group of workers**

	Levene's Test for Equality of Variances	t-test for Equality of Means								
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Attitude Level	Equal variances assumed	3.320	.072	-1.340	83	.184	-.24683	.18414	-.61308	.11942
	Equal variances not assumed			-1.530	44.072	.133	-.24683	.16133	-.57195	.07829

The calculated t value (-1.340) lies above the critical value (-1.645), when a one tail test is performed, which is the acceptance area of the distribution. Besides, the confidence interval for the difference of the means of the two groups is (-.61308 to .11942), which is inclusive of 0. Therefore, the evidence fails to reject the null hypothesis.

*The fourth hypothesis states that the “single” workers hold a less favorable attitude than “married” workers. The independent t-test is performed to test this hypothesis.*

*H<sub>0</sub>: The mean attitude score of the “single” workers is equal with the mean attitude score of the “married” workers.*

*H<sub>a</sub>: The mean attitude score of the “single” workers is less than the mean attitude score of the “married” workers.*

**Group Statistics**

	Marital Status	N	Mean	Std. Deviation	Std. Error Mean
Attitude Level	Single	34	5.2565	.73581	.12619
	Married	51	5.5978	.71021	.09945

**Table 14 Independent Samples Test of Equality of Attitude of ‘Single’ and ‘Married’ workers**

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	T	Df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Attitude Level	Equal variances assumed	.063	.802	-2.140	83	.035	-.34137	.15952	-.65866	-.02409
	Equal variances not assumed			-2.125	69.123	.037	-.34137	.16067	-.66189	-.02086

The calculated t value (-2.140) is below the critical value (-1.645), when a one tail test is performed, which is the rejection area of the distribution. This shows that the mean attitude score of the “single” workers is significantly less than the mean attitude score of the “married” workers. Besides, the confidence interval for the difference of the two means ( -.65866 to -.02409) does not include 0. Therefore, the results lead to rejection of the null hypothesis.

*The fifth* hypothesis of the study states that the less educated workers (Diploma Degree holders) tend to have a less favorable attitude towards female managers than the well educated workers (BA/BSc and Masters Degree holders). The independent sample test is performed to test the hypothesis.

***Ho:** The mean attitude score of the less educated workers is equal with the mean attitude score of the well educated workers.*

***Ha:** The mean attitude score of the less educated workers is less than the mean attitude score of the well educated workers.*

### Group Statistics

Education Level		N	Mean	Std. Deviation	Std. Error Mean
Attitude Level	Diploma	14	5.4129	.61768	.16508
	BA/BSc and Masters Degree	71	5.4708	.76031	.09023

**Table 15 Independent Samples Test of Equality of Attitude of ‘less educated’ and ‘well educated’ workers**

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	T	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Attitude Level	Equal variances assumed	.982	.325	-.268	83	.789	-.05799	.21633	-.48827	.37229
	Equal variances not assumed			-.308	21.571	.761	-.05799	.18813	-.44860	.33263

The calculated t value (-.268) is above the critical value (-1.645), when a one tail test is performed, which is the acceptance area of the distribution. This indicates that, the difference of the two means is not significant. Besides, the confidence interval of the difference between the two means (-.48827 to .37229) is inclusive of 0. Therefore, the evidence fails to reject the null hypothesis.

*The last hypothesis is tested using a chi-square test of independence. The test is made for all demographic variables to study the relationship with attitude level. As can be shown on the tables below (Table 16 to 19), the variable gender is found to be the one that is significantly affecting attitude. The remaining variables, including age, marital status and education level of the workers are found to have a non-significant effect on attitude.*

The above hypothesis would be expressed as:

**Test 1 Gender vs. Attitude Level**

*Ho: There is no relationship between the variable Gender and Attitude level.*

*Ha: There is a relationship between the variable Gender Attitude level and.*

**Table 16 Gender \* Attitude Level Cross tabulation**

		Attitude Level		Total
		<= 5.99	6.00+	
Gender	Female	20	15	35
	Male	42	8	50
Total		62	23	85

**Table 17 Chi-Square Tests of Gender and Attitude level**

	Value	Df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	7.524 <sup>a</sup>	1	.006		
Likelihood Ratio	7.483	1	.006		
N of Valid Cases	85				

a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 9.47.

b. Computed only for a 2x2 table

The large chi square statistic (7.524) and its small significance level ( $p < .006$ ) indicates that it is unlikely that these variables are independent of each other. Therefore, there is a relationship between the variable Gender and Attitude level. The null hypothesis is rejected.

### Test 2 Age Vs Attitude Level

*Ho: There is no relationship between the variable Age and Attitude Level.*

*Ha: There is a relationship between the variable Age and Attitude Level.*

**Table 18 Age Categories \* Attitude Level Cross tabulation**

Count

		Attitude Level		Total
		<= 5.99	6.00+	
Age Categories	<= 35	48	16	64
	36+	14	7	21
Total		62	23	85

**Table 19 Chi-Square Tests of Age and Attitude level**

	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	.556 <sup>a</sup>	1	.456		
Likelihood Ratio	.541	1	.462		
N of Valid Cases	85				

a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 5.68.

b. Computed only for a 2x2 table

The chi-square value (.556) lies below the critical value, indicating that the evidence fails to reject the null hypothesis.

### Test 3 Marital Status Vs Attitude Level

*Ho: There is no relationship between Marital Status and Attitude Level.*

*Ha: There is a relationship between Marital Status and Attitude Level.*

**Table 20 Marital Status \* Attitude Level Cross tabulation**

		Attitude Level		Total
		<= 5.99	6.00+	
Marital Status	Single	27	7	34
	Married	35	16	51
Total		62	23	85

**Table 21 Chi Square Test of Marital Status and Attitude Level**

	Value	Df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	1.202 <sup>a</sup>	1	.273		
Likelihood Ratio	1.230	1	.267		
N of Valid Cases	85				

a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 9.20.

b. Computed only for a 2x2 table

The chi-square value (1.202) lies below the critical value indicating that the evidence fails to reject the null hypothesis.

**Test 4 Education Level Vs Attitude Level**

*Ho: There is no relationship between Education Level and Attitude Level.*

*Ha: There is a relationship between Education Level and Attitude Level.*

**Table 22 Education Level \* Attitude Level Cross tabulation**

		Attitude Level		Total
		<= 5.99	6.00+	
Education Level	Diploma	11	3	14
	BA/BSc and Masters Degree	51	20	71
Total		62	23	85

**Table 23 Chi-Square Tests of Attitude Level and Education Level**

	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	.269 <sup>a</sup>	1	.604		
Likelihood Ratio	.280	1	.597		
N of Valid Cases	85				

a. 1 cells (25.0%) have expected count less than 5. The minimum expected count is 3.79.

b. Computed only for a 2x2 table

The chi-square value (.269) is very small, lying in the acceptance area of the chi-square distribution. Therefore, the evidence fails to reject the null hypothesis.

Therefore, the last hypothesis that states Gender is the variable that significantly affects attitude is accepted. The other variables tend to have no, or insignificant relationship with attitude level.

## Chapter V Conclusion and Recommendation

### 5.1. Conclusion

So much have been told so far that females have an inevitable role for a country's development. Needless to mention they can contribute with their ideas, money, effort; undertaking responsibilities on their areas of interest and involve in leadership regardless of their sex.

The issue of females' equality is not limited to our country Ethiopia; but is also the concern of Africa, and the World as well. The studies made about female managers in various countries also indicate the worldwide existence of the females' equality issue, and this issue is given a serious attention in many countries of the world.

Despite the many efforts being taken to guarantee females' equality, the desired result is not yet achieved. The number of females in managerial positions is still very low. As it was mentioned in the beginning of the paper, the reason for not achieving the desired result could be the long rooted stereotypical attitude of the society towards females. This attitude is considered as a barrier for women to assume higher level positions in all aspects; it is the glass ceiling, the invisible barrier.

This study was aimed at studying „attitude towards female managers“, in order to identify the attitude level of workers towards female managers. The study also had an objective of identifying which demographic variable among age, gender, marital status and education level, influences attitude of workers more. This objective was mainly aimed at finding out whether gender is the main predictor of attitude, as was the case in many other researches made in different countries. The following results were found:

- The attitude level of workers towards female managers is not favorable. This unfavorable result is an implication that the workers hold an attitude that considers female managers as a less qualified and competent for the managerial position than the males.

- Gender was found to be significantly affecting attitude of workers towards female managers. The remaining demographic variables, age, marital status and education level are found to have insignificant effect on attitude level of workers.
- The male workers hold a less favorable attitude towards female managers than the female workers. This could be due to the naturally dominating need of the males, which confronts them to accept the females in the same position. The picture they have for females is not in managerial positions of an organization, instead, it is in lower level jobs, the main being, secretary positions, or if worse, in the house with their children.
- The reason behind the female workers having a more favorable attitude towards female managers could be the belief they have in themselves for assuming such responsibilities. The females seem to have the desire and the motivation, but with a very low level as mentioned in the Literature Review Part of the paper, to become a better person through career development and assuming managerial responsibilities as equally as the males.

Therefore, from the study, it is understood that, though the efforts being taken currently to assure the equality of females is encouraging, but not adequate. The less favorable attitude the workers hold towards female managers is an implication that, the females' equality needs to be given more attention than before.

## 5.2. Recommendations

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

- Changing the attitude of females as less qualified for managerial responsibilities than the males starts from the changed attitude of the females themselves. The females should start considering themselves as equally competent as the males, to assume managerial responsibilities. They should also be encouraged to participate in any social and political aspects which are important for the development of the country, contribute their ideas, play important roles. The more they accept themselves, the more they struggle to move forward to show their competence and ability to assume managerial responsibilities, and the more others/the males tend to accept them.
- The effort to ensure females' equality in every aspect should continue. Different encouragement programs should be conducted for the females, Affirmative Action should be considered to give them a better opportunity to compete for promotion of managerial positions, and they should be given with an effective training on leadership and management to help them become qualified enough. The more qualified the females become in managerial positions, the more favorable attitude of workers towards them becomes, through time. The workers tend to believe in what they are seeing, instead of what they have always been told about females. Once the attitude of the workers is changed, so would the attitude of the society as a whole. Though it is difficult to shift a strongly developed (long rooted) attitude at dramatically, changes of great magnitude are sure to happen through time.

- The workers should accept females in managerial positions. Assuming managerial responsibility is not a matter of gender, it is a matter of qualification. An equally qualified female for managerial positions as the male should be equally accepted by the workers in the position. Efforts should be made to avoid the long rooted stereotypical attitude the workers hold towards female managers and support the development of females in all aspects.

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# ANNEX

## Questionnaire

**This questionnaire is prepared by a graduate student from Addis Ababa University, School of Business and Public Administration, for the purpose of studying the attitude of workers towards female managers. Your genuine and timely response is essential for the success of the study, therefore, I kindly request your co-operation. I assure the confidentiality of your responses.**

1. Gender:  Male  Female
2. Age: \_\_\_\_\_
3. Marital Status:  Married  Single  Other
4. Education Level:  Below Diploma Degree  
 Diploma Degree  
 BA/BSc. Degree  
 Masters Degree  
 Above Masters Degree
5. Job Position: \_\_\_\_\_
6. Are there female managers in your Department/area of work?  
 Yes  No
7. Do you closely know the female managers working at any department in your organization?

Yes

No

### **WOMEN AS MANAGERS SCALE (WAMS)**

**Instructions:** The following items are an attempt to assess the attitudes you have about women in management. The best answer to each statement is your honest personal opinion. The statements cover many different and opposing points of view; you may find yourself agreeing strongly with some of the statement, disagreeing just as strongly with other, and perhaps uncertain about others. Whether you agree or disagree with any statement, you can be sure that many people feel the same way you do.

**Rating Scale: -**

**1 Strongly Disagree**

**2 Disagree**

**3 Slightly Disagree**

**4 Neither Disagree or Agree**

**5 Slightly Agree**

**6 Agree**

## 7 Strongly Agree

Using the number from 1 to 7 on the rating scale, indicate your personal opinion about each statement in the blank that immediately precedes it. Indicate your response by marking „X“ on the space provided. Remember, give your personal opinion according to how much you agree or disagree with each item. Please respond to all items.

No.	Items	1	2	3	4	5	6	7
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 business 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 business community should someday 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 possibility of pregnancy does not make women less desirable employees than men.								
12	Women would no more allow their emotions to influence their managerial behavior than would 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 business 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	Women cannot be aggressive in the business situations that demand it.							
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