



**The Effect of Organizational Culture towards Perception on Female  
Leadership: The Case of BGI Ethiopia**

**A Thesis By:**

**Endrias Leulseged, ID: GSE/1918/12**

**June, 2022**

**Addis Ababa, Ethiopia**



**The Effect of Organizational Culture towards Perception on Female  
Leadership: The Case of BGI Ethiopia**

**Prepared By: Endrias Leulseged, ID: GSE/1918/12**

**Submitted to: Belaynesh Tefera (PhD)**

**A Thesis submitted to the Department of Business Leadership, College of Business  
and Economics, School of Commerce, Addis Ababa University, in partial  
fulfillment for the requirements of Master of Business leadership**

**June, 2022**

**Addis Ababa, Ethiopia**

## DECLARATION SHEET

### The Student

I, the undersigned, declare that this thesis is my work and every material used has been duly acknowledged.

Name \_\_\_\_\_

Signature\_\_\_\_\_

Date of Submission\_\_\_\_\_

### The Advisor

This thesis has been submitted for examination under my approval as Research Advisor,

Name \_\_\_\_\_

Signature\_\_\_\_\_

Date of Submission\_\_\_\_\_

**ADDIS ABABA UNIVERSITY**

**SCHOOL OF COMMERCE GRADUATE STUDIES**

This is to certify that the thesis prepared by Endrias Leulseged which is entitled “The Effect of Organizational Culture towards Perception on Female Leadership: The Case of BGI Ethiopia” submitted in partial fulfillment of the requirements for the Degree of Master of Arts in Business Leadership complies with the regulations of the university and meets the accepted standards with respect to originality and quality.

**Approved By Board of Examiners**

**Name of Advisor**

**Signature**

**Date**

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**Name of External Examiner**

**Signature**

**Date**

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**Name of Internal Examiner**

**Signature**

**Date**

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

## **ACKNOWLEDGMENTS**

First of all, I would like to thank the Almighty God for giving me wisdom, strength, and courage to continue and finish my study. I would also like to extend my warmest thanks to Dr. Belaynesh Tefera for her invaluable advice and continuous support during my thesis work. Her immense knowledge and plentiful experience have encouraged me in all the time of my research proposal and final paper.

I owe a great deal of gratitude to all employees and management team of BGI Ethiopia, who helped me in filling the questionnaires and provided me essential information.

Finally, I would like to express my gratitude to my wife W/ro Bethelhem Temesgen and my two wonderful children, Nuhamin and Barkot Endrias. Without their tremendous understanding and encouragement in the past three years, it would be challenging for me to complete my study.

# TABLE OF CONTENT

<b>Contents</b>	<b>Page</b>
ACKNOWLEDGMENTS .....	i
TABLE OF CONTENT .....	ii
LIST OF TABLES .....	iv
LIST OF FIGURES .....	v
ABSTRACT.....	vi
CHAPTER ONE .....	1
INTRODUCTION .....	1
1.1. Background of the Study .....	1
1.2. Statement of the Problem.....	6
1.3. Research Questions .....	8
1.3.1. General Research Question.....	8
1.3.2. Specific Research Questions.....	8
1.4. Objectives of the Study .....	8
1.4.1. General Objective: .....	8
1.4.2. Specific objectives: .....	8
1.5. Significance of the Study.....	9
1.6. Scope/Delimitation of the Study .....	9
1.7. Operational Definition of Terms.....	10
1.8. Organization of the Study .....	10
CHAPTER TWO .....	11
LITERATURE REVIEW .....	11
2.1. Culture and Organizational Culture .....	11
2.2. Female Leadership.....	14
2.3. Relationship between Organizational Culture and Women Leadership .....	17
2.4. Models of Organisational Culture.....	19
2.5. The Hypotheses to be Tested .....	26
2.6. The Conceptual Framework of the Study .....	26
CHAPTER THREE .....	27
RESEARCH DESIGN AND METHODOLOGY .....	27
3.1. Research Design and Method .....	27

3.3. Population of the Study.....	27
3.4. Sample and Sampling Techniques .....	27
3.5. Data Gathering Instrument.....	28
3.6. Reliability and Validity.....	28
3.7. Data Analysis Technique .....	28
3.8. Ethical Considerations .....	29
CHAPTER FOUR.....	30
DATA PRESENTATION, INTERPRETATION AND DISCUSSION .....	30
4.1. Demographic Characteristics of Respondents .....	30
4.2. Demographic Characteristics of Managers.....	31
4.3. The Relationship between Involvement and Female Leadership .....	32
4.4. The Relationship between Consistency and Female Leadership.....	33
4.5. The Relationship between Adaptability and Female Leadership .....	34
4.6. The Relationship between Mission and Female Leadership .....	35
4.7. Multiple Regression Analysis between the Independent and Dependent Variables ..	36
4.8. The Summary of Managers Responses .....	37
4.9. Discussion of Major Findings.....	39
CHAPTER FIVE .....	41
SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS.....	41
5.1. Summary of Findings.....	41
5.2. Conclusions.....	42
5.3. Recommendations.....	42
BIBLIOGRAPHY.....	44
APPENDICES .....	50
Appendix I .....	50
Appendix II.....	55

## **LIST OF TABLES**

<b>Table No</b>	<b>Title of the Table</b>	<b>Page No</b>
Table 4.1	The biographic data of respondent employees	30
Table 4.2	The demographic characteristics of managers	31
Table 4.3	The correlation between involvement and perception on female leadership	32
Table 4.4	The correlation between consistency and perception on female leadership	33
Table 4.5	The Correlation between adaptability and perception on female leadership	34
Table 4.6	The correlation between mission and perception on female leadership	35
Table 4.7	Multiple regression of the dependent and independent variables	36
Table 4.8	The summary of managers responses	37

## **LIST OF FIGURES**

<b>Figure No</b>	<b>Title of the Figure</b>	<b>Page No.</b>
Figure 2.1	Denison model (Source: Denison et al, 2012)	25
Figure 2.2	The hypothesized relationships between the independent variables, and the dependent variable.	26

## **ABSTRACT**

*The main aim of this study was to assess the ability of organisational culture to influence the perception towards female leadership. To this end, a descriptive survey research design has been employed taking 90 employees and 46 managers as samples to respond to the questionnaires designed for the study. The sampling method used was a systematic random sampling method for employees and purposive sampling technique to managers. The managers having equal number of women and men have been selected to maintain balance in their responses. The data gathering instrument has been adopted from previous research which has made use of the Denison Model of organisational culture containing four dimensions such as Involvement, Consistency, Adaptability, and Mission. In this case, the study attempted to assess the existence of relationship between each one of these dimensions with that of perception towards female leadership at BGI Ethiopia. Consequently, the study has found out that involvement has a strong relationship with that of perception on female leadership while consistency and mission has a moderate relationship with it. Only adaptability was found to have a weak relationship with that of perception on female leadership. In general, all the four variables found to have a statistically significant relationship towards perception on female leadership in which case the null hypotheses were rejected. Overall, the study found out that the ability of organisational culture to be able to explain perception towards female leadership was very low that amounts only 3.5% in which case other variables associated to the females themselves seems being able to explain more towards perception among employees though not entertained in this particular study. In other words, the predictive ability of organisational culture towards perception on female leadership seems very low in the case of BGI Ethiopia. Besides, the study has found different other findings according to the responses given by the managers. The study has also made some recommendations so as to improve the perception towards female leadership in the organization.*

**Key Words:** *involvement, consistency, adaptability, mission and perception on female leadership*

# **CHAPTER ONE**

## **INTRODUCTION**

In this section, the background of the study focuses on defining what culture and organisational culture is. Besides, the background attempts to review the literature making use of studies that demonstrate how organisational culture impacts the perception of women leadership, employees' commitment, and organisational performance very briefly. Moreover, this section includes the statement of the problem, research questions, the objectives of the study, significance of the study, delimitation of the study and the definitions of key terms of in the study.

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

For Kumar (2016) culture has been derived from the idea of cultivation which means the patterns of development. This pattern differs from place to place. Culture exists at various levels such as national, regional, ethnic, religious, linguistic affiliation, generation, social class, occupational, organizational, gender and other levels (Hofstede 2011). The same author stated that the dimensions of culture have two unequal ends either high or low. Schein (2010) labels those national, regional, ethnic and religious ones as macro cultures while cultures found in private, public, government, non-profit organizations are called organizational cultures. Schein calls the culture found in private business setup as corporate culture. For Schein, culture is constantly reenacted and created by our interactions with others and shaped by our own behavior. When we are influential in shaping the behavior and values of others, we think of that as leadership and are creating the platforms for new culture formation.

Corporate culture allows employees to have a sense of mission and feel responsibility, and work towards the overall goal of the company (Ammattikorkeakoulu, 2015). This same author noted that competitiveness of the companies is not only manifested in the technology they use but also in their corporate culture as it greatly influences employee behavior. For him, culture is the common value and code of conduct shared by the employees. Kumar (2016) also demonstrated that organisational culture affects the organizations productivity, performance and provides guidelines on customer care and service, product quality and safety, attendance and punctuality, and concern for the environment.

Shchein (2010) defined organizational culture as:

*“a pattern of shared basic assumptions learned by a group as it solved its problems of external adaptation and internal integration, which has worked well enough to be considered valid and therefore, to be taught to new members as the correct way to perceive, think and feel in relation to those problems” (p.18).*

Organizational culture and leadership are two important constructs that have been individually and together studied in the literature. Each of these constructs is important as they have been found to be essential to organizational success. In reality, the two constructs are considered intertwined as it is the leader, knowingly or unknowingly; create the organizational culture with its subordinates. Pfeffer (2002) determined that leadership is the single most important factor in a business maintaining its competitive advantage. On the other hand, Lamond (2003) found culture is one of the most influential forces in an organization and critical to organizational effectiveness. Warrick (2017) also illustrated that culture is the major factor in the success of a given organization. Each organization has its own unique culture and yet, it is not a separate, self-sufficient entity in itself, but rather one part of a whole (Kumar, 2016).

Research has shown there is constant interplay between leadership and organizational culture. They found that an organization’s culture derives from its leaders and culture affects the development of its leadership whether it is male or female leadership. Furthermore, effective leaders need to be attentive to beliefs, values and assumptions in an organization, in short, the culture. By having higher levels of emotional intelligence, these leaders can understand the emotions of followers and the influence of organizational culture on the situation (Barling, Slater, & Kelloway, 2000). Leaders may use this understanding of the culture and its effect on the organizational members to aid them in selecting optimal leadership techniques.

Statistically, women are far below men in terms of managerial representation, in spite of the progress made so far – globally (Balgiu, 2013; Makori, Onyango, Miguda, Bantu & Onderi, 2016 and Griffiths, Roberts & Price, 2019). For instance, globally, women occupy only 25% of senior management positions, hence gender inequality persists and women continue to face discrimination on the job market (United Nations Millennium Development Goal (UN/MDG Report 2008/9). Leadership in every institution or organization has an overarching impact since the leader’s decisions affect many facets of the institution or organization, but in many leadership contexts, especially at the top, women are not adequately represented (Hoyt, 2010). Education has been used as a tool to create gender parity but women continue to be underrepresented when it comes to leadership in educational

institutions/organizations (EFA, 2011). In many societies people have negative prejudices about women's leadership abilities. Consequently, women are concentrated at the low level of the organizational structure but disproportionately form the minority in the senior or leadership positions. (Broadbridge, 2007).

Even though women have acquired a greater presence in corporate America in recent years, the society continues to associate leadership with 'masculinity' (Pfaff, Boatwright, Potthoff, Finan, Ulrey and Huber, 2013). Pfaff et al identified that leadership is equated with tasks such as decision making, assignment delegation, strategizing, and resource allocation all of which are assumed to be men's strengths. On the other hand, women whose values are inclusion and connection are often devalued in the society as they are frequently perceived to be less qualified for high level leadership positions. Studies on the effect of culture on perception towards women leadership aroused significant research interest for this paper. Due to cultural differences, leaders tend to lead differently from one another. It is believed that culture can be a major factor responsible for gender inequality. Culture plays an important role in all societies. Males were preferred over females in terms of opportunities until recently, hence the wide gap between the male and female gender. The gap varies from one geo-political zone to another and even from one community to the other. Globalization in recent times has brought about a change in the opinion about the female gender being left behind. Even though there are female leaders today, they are few and still strive to catch up with their male counterparts. They are not able to achieve their potentials, thereby, promoting what Salami (2011) describes as the glass ceiling syndrome.

Ethiopia as a member of the global and African community has acceded to agreements and normative frameworks which protect and promote the rights of women and promote gender equality. It has ratified the Convention on the Political Rights of Women (CPRW) in 1953, and the Convention on Elimination of All Forms of Discrimination against Women (CEDAW) in 1981, and has made the provisions of these conventions an integral part of the law.

Ethiopia has also adopted the principles of 1995 Beijing Platform for Action (BPA) as well as the political declaration and outcome document post Beijing +5, in 2000. The country has further endorsed the Millennium Development Goals of 2000. The MDGs outlines gender sensitive commitments with specific targets. These commitments include ensuring universal primary education for both boys and girls; elimination of gender disparity at all levels of education; and reducing maternal mortality ratio by three quarters between 1990 and 2015.

In terms of regional conventions, Ethiopia has ratified the African Charter on Human and People's rights, in 1998. At the national level, the National Policy on Women, formulated in 1993, was a landmark development as it was the first policy formulated on women. The policy encourages equal participation of women in the political, social and economic spheres of life in the country and subsequently institutionalized the rights of women by creating the appropriate institutional mechanisms within government institutions to ensure gender sensitivity of public regulations and interventions. The 1995 Constitution of the Federal Democratic Republic of Ethiopia, which is aligned with international legal instruments, guarantees the rights of women and equality with men. This is especially important in equality in regards to employment, marriage, property and land ownership. Having recognized the historical legacy of inequality and discrimination of women, the Constitution stipulates the right to affirmative action for women in order to fight prevailing inequalities and level the field for equal participation of women in political, social and economic life. However, the limited number of women in leadership positions in businesses is contrary to the sentiments of these progressive and transformative policy frameworks.

Be that as it may, Lemlem (2016) conducted a study to assess factors that affect women participation in managerial positions at Arba Minch University and has found out that lack of delegation, recommendation, educational attainment, socio-cultural factors, gender stereotyping, male dominance and inherent dual responsibility of women as the key ones. This same author has proved that the current participation of women is minimal. Similarly, Owusu (2014) explores the socio-cultural and organisational factors influencing the underrepresentation of women in educational leadership in Ghana and identified that existing cultural beliefs and practices, low educational attainment, gender role socialization, inherent characteristics of women, inflexible organizational rules and regulations and lack of stronger ethical leadership at the top as underlying factors affecting women to assume leadership positions.

Educational attainment mentioned in Lemlem (2016) and Owusu (2014) might be a case for those particular places but not for other countries and contexts. For example, Vong, Ros, Morgan and Theobald (2019) studied the Cambodian health sector and have found out that many women join the work force than their male counterparts. However, it was the men who assume the leadership positions due to the gender norms and leadership bias prevailing in the society. In fact

that same social, cultural, political and gender norm calls forth more women to join the work force as they are found much better to play important roles in responses to crisis.

On the other hand, a meta-analysis conducted by Paustian-Underdahl, Walker and Woehr (2014) assessed gender in relation to perception of leadership effectiveness considering 95 studies. Pustain-Underdahl et al have found out that when all leadership contexts are considered men and women do not differ in perceived leadership effectiveness. According to these authors, despite the evidence that men are typically perceived as more appropriate and effective than women in leadership positions, women are rated as significantly more effective than men as rated by others. In contrast when self-ratings only are examined, men rate themselves as significantly more effective than women rate themselves. This could be on the one hand that the women are humble and /or shy on the other hand due to gender stereotyping instilled in the society.

Another similar study that emphasizes that women has better attributes than men in their leadership characteristics is the one conducted by Griffiths et al (2019). They associate the imbalance in occupying leadership roles is caused due to the mismatch between the qualities women are perceived to have, and the qualities desired in business leaders. Griffiths et al has found out that most of their research participants ranked that women has a diverse range of agentic and communal traits while males are associated with some agentic traits only. Similarly, the study conducted by Pfaff et al (2013) revealed those men and women leaders as well as their supervisors, employees, and peer perceived women leaders to make use of nine of the ten relational leadership behaviors significantly more frequently than their men counterparts. Besides, the employees' perceptions of their women leaders' use of task-oriented behaviors were significantly higher when compared to similar assessments from the employees of men leaders. However, the leaders as well as their supervisors and peers perceived men and women leaders use of task oriented behaviors as approximately equal.

Of the many above mentioned factors hindering women to ascend to top management positions organizational culture is the one. Makori et al (2016) conducted a study to determine the influence of organizational culture on women accessing to top management positions and have found out that organizational culture and gender discrimination are the two most important factors. Similarly, Rincon, Gonzalez and Barrero (2017) assessed representation of women in corporate leadership positions and also aims to identify the key factors that determine the lower presence of women in senior management. Rincon et al has found out that there exists gender

imbalance in decision making positions and most barriers to senior management are related to gender stereotypes. Hossain and Noor (2016) also assessed the perception towards female managers and have found out that employees of public and private organizations working under female managers have weak positive views towards women leadership.

BGI Ethiopia is one of the leading breweries in Ethiopia and home to five iconic and distinctive brands in the country. With breweries in six cities of Ethiopia such as Addis Ababa, Zeway, Hawassa, Komnolcha, Zebidar and Raya, BGI Ethiopia has been operating in Ethiopia since 1998 and internationally as part of the Groupe Castel. The culture in the organization is expected to be somehow more encouraging for women to ascend to leadership making use of the equal opportunities. Even so, the organizational culture matters the perception towards female leadership and this is the focus of this study. As the literature reviews above indicated there are not adequate studies that attempt to assess the effect of organisational culture on perception towards female leadership. To assess the organisational culture of the company, this study adopts the Denison model of cultural dimensions such as involvement, consistency, adaptability and mission.

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

Over the last thirty years, organizations and institutions around the world have invested in leadership and organizational culture, leading to a continuous debate about their relationship. The process of identifying and developing future leaders has traditionally evolved around the characteristics of the potential leader. Schein (2010) supported the idea that leaders must evaluate and respect cultural elements, while they should try to promote an appropriate and strategically suitable culture. He claimed that leaders are shaping culture during the first stages of business creation, but later, when the business matures, it is culture that shapes leadership characteristics.

Tewordros (2019) conducted an assessment on workers attitude towards female managerial competence at the Commercial Bank of Ethiopia and has found out that the attitude level of supervisors towards female managers is not favorable. The underlying reasons for this result was found to be female managers are perceived as less confident and unable to make decision in their positions. Moreover, subordinates attitude towards female managers was not favorable with underlying reasons of less qualified and biased in their decision making than their male counterparts. In another study, Woinshet (2015) has conducted a study to assess the factors that

affect women's participation in leadership positions at Dashen Bank and have found out that there is no equal distribution of positions between men and women in key decision making and leadership positions, the promotion criteria were not strictly followed, and it has been very uncertain as to how some employees have been promoted in the bank. The major causes for male dominance that Woinshet has identified were perception of top management that men are better leaders than women, highly linked male networks, alliance with the management, inconsistent or unfair promotional policies and inhospitable and discouraging corporate culture for females.

This study is important because successful female leaders vitally contribute to organizational effectiveness. It is an advantage for organizations that select female leaders with the style that has the optimum chance for success in their organization. These leaders will be better able to work with and not be hindered by the culture of an organization. To better investigate this relationship, a framework is needed for both organizational culture and a model of leadership. Toni and Moody (2019) conducted a study to assess how women in leadership describe general organizational culture and the manifestations thereof. Their findings indicated that women leaders are confronted with the culture exclusion in the form of male dominance, silencing of women's voices and male patterns of networking. In this regard, the ideal organisational culture is the one that embraces gender equality and actively pursues recognition of women as equal members of society and other organizations.

In the same token, the ideal situation for the relationship between organizational culture and perception on female leadership is assumed to be that most employees of BGI Ethiopia perceive female leaders as involving, consistent, adaptable, and mission oriented as their male counterparts. More specifically, if the organizational culture promotes a positive perception of female leadership, it is expected to have an equal or equivalent number of female leaders as those of male ones at every level of management. Moreover, the leadership assignments practice in the organization is expected to be something that gives equal chance to both genders so long that they equally suffice for the position.

In reality, out of the total of 85 number of management positions found at the head office of BGI Ethiopia only 23 of them are occupied by female leaders. This implies that there is a gap between the ideal and the actual situations in the organization. In this regard, this study is going to assess the extent of the existing relationship between involvement, consistency, adaptability and

mission culture dimensions with that of perception on female leadership in terms of magnitude and direction.

The roles of females as well as males ought to be put into consideration in order to properly utilize human resources especially when the concern is to promote the perception on female leadership. There is the need to find out whether organizational culture influences perception towards female leadership. In so doing, the employees perception and attitude, which are embedded in the culture, towards female leadership might be caused by other factors like gender stereotyping and societal norms and yet, this study will solely attempt to focus on the perception caused by organisational culture only.

### **1.3. Research Questions**

#### **1.3.1. General Research Question**

The general research question that this study is going to address is the relationship between organizational culture of BGI with that of female leadership.

#### **1.3.2. Specific Research Questions**

This study is going to address the following specific research questions:

1. What is the relationship between involvement and perception on female leadership?
2. What is the relationship between consistency and perception on female leadership?
3. What is the relationship between adaptability and perception on female leadership?
4. What is the relationship between mission and perception on female leadership?

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

#### **1.4.1. General Objective:**

The general objective of this study will be thus to explain the effect of organizational culture towards perception on female leadership at BGI Ethiopia.

#### **1.4.2. Specific objectives:**

1. To assess the relationship between involvement and perception on female leadership.
2. To explain the relationship between consistency and perception on female leadership.
3. To describe the relationship between adaptability and perception on female leadership.

4. To determine the relationship between mission and perception on female leadership.

### **1.5. Significance of the Study**

Research on the effect of organizational/institutional culture on perception towards female leadership is limited. Developing effective organizational culture is not only a critical managerial responsibility but also predictable one. Therefore, the study is assumed to be specifically significant for the following reasons:

- The findings of the study will create awareness for top management and employees about the effect of organizational culture on perceptions towards female leaders at BGI.
- It will initiate and encourage interested researchers for further investigation.
- The study may help for top leaders to further diagnose their organizational culture practice and problems and take a move towards achieving the preferred approach that will positively influence and promote female leaders.

### **1.6. Scope/Delimitation of the Study**

The main focus of this study will be conducting descriptive survey on the effect of organizational culture on employees' perception towards female leadership at BGI Ethiopia. This assessment shall be made making use of the Denison Model of Organizational Culture which consists of four cultural dimensions such as involvement, consistency, adaptability and mission. This model is chosen for two reasons. On the one hand, it is a validated and well known model in the study of organizational culture. And on the other hand, it is found relevant for business organizations like BGI as it has been used widely for similar business organizations in Ethiopia (Bethlehem, 2017; Abraham, 2019 and Ayele 2021) to name only a few.

The scope of the study will be limited to the selected four independent variables of organizational culture and that of perception on female leadership both separately and in aggregate. In other words, the study shall assess the relationship between each independent variable with that of the dependent variable on the one hand, and on the other hand, a multiple regression analysis shall be conducted to see how the independent variables have a predictive ability of the dependent variable. Besides, though the research participants are going to be selected in a purely probabilistic sampling method, it could only be generalizable to the head office of the company as the focus of the study is the head office only.

## **1.7. Operational Definition of Terms**

**Organizational Culture:** a set of shared values that help organizational members understand organizational functioning and thus guide their thinking and behavior (Schein, 2010).

**Involvement culture** is the one that ensures the participation of employees in decision making; team effort to get work done and continual investment in the development of employee's skills (Denison, Hooijberg, Lane, Lief, 2012).

**Consistency culture** refers to the maintenance of the status quo by being well coordinated and well integrated (Denison et al, 2012).

**Adaptability culture** depicts the ability of the organization in translating the demands of the business environment into action through creating change, customer focus and organizational learning environment (Denison et al, 2012).

**Mission culture** refers to the existence of clear direction and goals that serve to define an appropriate course of action for the organization and its members (Denison et al, 2012).

## **1.8. Organization of the Study**

This draft research paper is organized in two chapters. The first chapter consists of background of the study, statement of the problem, research questions, objectives of the study, significance of the study, delimitation of the study and operational definition of key terms. Whereas, the second chapter contains the review of related literature together with a conceptual framework that guide the study and the hypothesis to be tested in the course of the study.

In chapter three, method of the study, sampling techniques and the sample, data gathering instruments, reliability and validity of the instrument and the data analysis techniques to be used and the ethical considerations are discussed.

In chapter four, the collected data were presented, discussed and interpreted in a brief manner. And finally the discussions of major findings of the study are included. In the last chapter, that is chapter five, summery of findings, conclusions and recommendations are included.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

In this chapter, the theoretical and empirical reviews are made concerning introduction to culture, female leadership and the relationship between the two. Besides, all the available models to test a similar study are reviewed briefly, the hypotheses to be tested on the course of the study are also formulated and a conceptual framework that guides this study is also included in this chapter.

#### **2.1. Culture and Organizational Culture**

Culture consists of values, beliefs, attitudes, and behavior of a group of people. It plays a predominant role in the way people think, learn, lead, follow and communicate. Culture influences employee motivation, superior-subordinate relationships, authority, leadership behavior and interpersonal relationships (Schein, 2010). According to Setyawati, Akbar and Luddin (2020), the cultural approach shows how social conceptions of gender influence people's beliefs and behavior but may overemphasize social causes to the exclusion of biological differences, particularly those that pertain to reproduction.

Culture makes most women reluctant to participate in leadership roles and prefer to stand aside while the males take charge. Hofstede (2011) states that the societal, national and gender cultures which children acquire from the earliest youth onwards are much deeper rooted in the human mind than organizational cultures acquired on the job. The latter are exchangeable when people take a new job. Hofstede posits that culture consists of various levels, since almost everyone belongs to a number of different groups and categories at the same time, and every group or category of people carries a set of common mental programs that constitutes its culture.

According to Fawcett, Brau, Rohads, Whitlark and Fawcett (2008) organizational cultures differentiate according to two criteria. The first criterions are values and norms concerning distribution of power in an organization. According to this criterion there are cultures in which unequal distribution of power is present and cultures that favor equal, i.e. unrestricted distribution of power in organizations. Another criterion for differentiation of organizational culture relates to the primary component of an organization. Every organization consists of labor and social component or tasks and people. Organizational cultures differ according to which

component organizations favor as the primary one. In this regard, we distinguish between cultures which by their values and norms favor orientation to people and cultures which by their values and norms favor orientation to tasks. Using both criteria at the same time, a matrix with four types of organizational cultures can be constructed. Power culture combines orientation to people with unequal distribution of power (this is more briefly discussed in the models section below). This culture is oriented to the leader, which is its main characteristic. Schein (2010) put it culture is ultimately created, embedded, evolved, and ultimately manipulated by leaders. According to Schein leadership and culture are two faces of the same coin.

Now let's see how culture develops in a given organization. Berrio (2003) argues that a company's organization culture does not pop out of thin air and, once it is established, it does not fade away. An organization's current customs, traditions, and general way of doing things are largely due to what it has done before and the degree of success it has had with these endeavors. Berrio further emphasizes that the founders of an organization have a major impact on that organization's early culture. They have a vision of what the organization should be, and they are not restricted by previous customs and ideologies. The process of culture creation occurs in three ways: (1) founders only hire and keep employees who think and feel the way they do; (2) they indoctrinate /brainwash and socialize these employees to their way of thinking and feeling; and (3) the founder's own behavior acts as a role model that encourages employees to identify with them and thereby internalize their beliefs, values, and assumptions. When the organization succeeds, the founder's vision becomes seen as a primary determinant of that success. At this point, the founder's entire personalities become embedded in the culture of the organization. Berrio (2003) further explains that culture is transmitted to employees in a number of forms, the most influential are stories, rituals, symbols, and languages.

Organizational culture must be defined and described by a construct to enhance a discussion of different styles of organizational culture. This research discusses organizational culture as defined by the Competing Values Framework developed by Quinn and his colleagues (Cameron & Quinn, 1999). The Competing Values Framework is based on empirical analysis of the values individuals within an organization hold about its performance and the manner in which it functions and may be used to construct an organizational culture profile (Berrio, 2003).

According to Schein (2010) organization's culture is influenced by historic events, religion, and group decisions, contributing to a type of organizational identity. Further, Schein offered a

helpful distinction between: (1) the visible organizational structures and processes; (2) the strategies, goals, and philosophies or espoused justifications of the organization; and (3) the unconscious or taken-for-granted beliefs, perceptions, thoughts, and feelings that ultimately shape the values and actions of an organization.

Organizational culture is well regarded as one of the unique characteristics that distinguish successful organizations from others (Schein, 2010). Organizational cultures are a vital part of any company's environment and provide employees with the necessary tools to integrate themselves into the overall organizational dynamic; however, most organizational cultures are plagued with dysfunctional dynamics that have stemmed from a dysfunctional personality of a key leader in their environment (Abraham, 2019). Therefore, understanding the concept of organizational culture is a crucial task for leaders because of its great impact on different aspects of organizational behavior. Ignoring organizational culture in plans for any changes within the organization would yield unforeseen and negative consequences (Cameron & Quinn, 1999).

Addisalem (2019) conducted research entitled with the Effect of Organizational Culture on Organizational Performance in the case of Bank of Abyssinia. The main objective of the study was to assess the effect of organizational culture on the non-financial organizational performance of the bank. The researcher used Denison's model to investigate the relationship between organizational culture and organizational performance. The findings of Addisalem depicted that there is a significant relationship between organizational culture and the non-financial organizational performance of Abyssinia Bank. The study concluded that all basic components of organizational culture such as involvement, consistency, mission, and adaptability attributes of organizational culture affect the nonfinancial organizational performance. The researcher recommended that the management of Bank of Abyssinia should maintain and improve organizational cultures such as employees' involvement, consistency, adaptability, and mission-oriented culture in the organization to improve the non-financial performance of the bank.

Therefore, a deeper understanding about female leadership and the respective influence of culture has to be established in order to recognize the importance of creating the same possibilities as well as opportunities for male and female managers. Hence, the main research question of this paper is the following: What effect does organizational culture have on female leadership? More specifically, the focus will be on women's professional life in management.

Here, it is a core element to investigate to what extent culture plays a role. The research question is motivated by the fact that there seem to be huge discrepancies across cultures and countries when it comes to female participation in upper management positions (Simeon, Nicholson & Wong, 2001 as cited in Schunemann, 2020). There is a need to identify as well as to deeply investigate the source of these circumstances in this study.

## **2.2. Female Leadership**

In the last decades, female leadership and female representation in top management positions received increasing attention and got more visible (Kim & Shin, 2017 as cited in Schunemann, 2020). There is a trend towards gender diversity in upper management, voluntarily or forced by regulations, as the society moves towards gender equality, also at leadership positions (Schunemann, 2020). Thus, traditional barriers tend to decrease slightly. Nevertheless, this trend is only developing slowly and has been noticed primarily by enterprises in the developed western world and companies that share the same culture like BGI. Due to this discrepancy between different countries, culture can be understood as a key influencing factor in supporting women as leaders.

Female leadership is the situation where women ascended to leadership positions in their respective organization based on their merit competing equally with their male counterparts. According to Eagly and Carli (2003) through their assessment made to evaluate evidences on female leadership advantages; women were found to be more likely than men to lead in a style that is effective under contemporary functions. However, many studies indicated women's underrepresentation and discriminations at place of work (Vong et al, 2019; Lukaka, 2013; Lemlem, 2016; Woinshet, 2015; Tewordros, 2019; Makori et al, 2016; Rincon et al, 2017, Pfaff et al, 2013, and Griffiths et al, 2019) and that there is a high level of gender inequalities when it comes to promotion and employment (Lukaka, 2013).

Be that as it may, there are situations where women are employed in great number due to their capability and responsiveness for a profession in crises situations and yet, their ability to ascend to top management positions is denied. In relation with this, Vong et al (2019) conducted a study in Cambodian health sector where many of the employees are women but the leadership positions are occupied by the minority men. The authors indicated that the women were found to play important roles in responses to crisis than their male counterparts so that the employment encourages women than men. With reference to strengths, it was found that women establish

higher standards and are more open towards new form of development. When studying gender differences regarding leadership styles, nowadays emotional intelligence, collaboration and nurturance are significantly more important aspects than power or control (Voicila, Ghinea, & Filculescu, 2018). As a consequence of the new trends in international environment the feminine approach to management has become much more valued as noted by Voicila et al (2018).

Setyawati et al (2020) conducted a study to find the relationship between organizational culture, job satisfaction and the attitude of lecturers who were not serving in leadership, both structural and functional positions, towards women's leadership on organizational commitment in Aisyiyah University Yogyakarta. Setyawati et al has found out that the existence of a positive direct effect of attitudes on women's leadership on job satisfaction and a similar positive direct effect of attitudes on women's leadership on organizational commitment.

Paustain-Underdahl et al (2014) indicated through their meta-analysis the advantage of female leadership through men is perceived as more appropriate and effective in leadership positions. According to their assessment women were rated as significantly more effective as their male counterparts in most of the researches involved in the meta-analysis. However, women are underrepresented in actual leadership roles. For example, International Monetary Fund (IMF) and World Bank have only 20% women in their leadership staff approximately 10% women governors (Voicila, Ghinea & Filculescu, 2018). Even so, some argue that women are advancing their careers faster in public organizations rather in the private sector. In relation to this Deloitte (2012) as cited in Voicila et al demonstrated that nearly 10% of member States of the United Nations are headed by women, compared to 3% of the top 1000 multinational companies, which are led by a president or chief executive female leaders. Furthermore, women represent approximately 20% of all parliamentarians worldwide, compared to 13.5% women included in the management of the top 500 US companies (Deloitte, 2012 as cited in Voicila et al, 2018).

Even so, in actual work environment women are underrepresented in leadership positions for different reasons and perceived as somehow incompetent in leadership capacities. Strengthening this, Tewodros (2019) conducted a study to assess the attitude of workers towards female manager's competence at the Commercial Bank of Ethiopia and had found out that the attitude level to unfavorable. This result was interpreted in the study as the employees view female managers as less confident and unable to make decision for the managerial position than their male counterparts. Besides, the subordinates of female managers perceived them as someone

who is less qualified and biased for the managerial position than male managers which in turn indicates that the attitude of subordinates of female managers were also not favorable.

In another study, Woinshet (2015), attempted to assess the factors that affect women's participation in leadership positions at Dashen Bank. The study had found out that there were no equal distribution of positions between men and women in key decision making and leadership positions. Moreover, the study indicated that the promotion criteria were not strictly followed and it has been very uncertain as to how some employees have been promoted in the bank. The following underlying reasons had been identified in the study: perception of top management that men are better leaders than women, highly linked male networks and alliance with the management, inconsistent or unfair promotional policies and inhospitable and discouraging corporate cultures for females. In relation to this, Makori et al (2016) has identified 'old boys group' as one of the underlying reasons for women lack of ascending to leadership positions.

Voicila et al (2018) has conducted an assessment as to how women are supported to ascend in the career advancement in their organization and found out that the majority of respondents assured that their company bestowed a high support for women to advance in their career. On the other hand, when it comes to the extent of company's support; some of the respondents ensure that the company is helping women to achieve leadership roles to some extent while the majority of respondents rated the company's support as a great extent.

A series of feminine qualities are needed for leading people: social skills, attention to people and relationships. While girls tend to underestimate themselves, boys tend to overestimate their potential and this diminished self-confidence exists even for the grown-up women (Radu & Nastase, 2011 as cited in Voicila et al, 2018). Thus, for a similar position, a woman salary is lower than a man's simply because they are afraid to demand for more (Blan & Kahn, 2016 as cited in Voicila et al, 2018). In relation to this, this study is going to assess as to how the company's payment scheme is for men and women managers. In this regard, Voicila et al's (2018) study indicated that the majority of respondents believe that its fair and some of the respondents revealed that the company pays lesser for a woman who wins the same level of training and function.

### **2.3. Relationship between Organizational Culture and Women Leadership**

As gender equality and women empowerment are of great importance nowadays, the herewith connected female leadership and women's representation in top management are of huge importance too. Its relevance is supported by the fact that one of the United Nations' Sustainable Development Goals is "gender equality and women's empowerment" (United Nations, 2020 as cited in Schunemann, 2020). With this, it gets evident that the topic of female leadership is relevant. Since female participation in upper management is directly connected with gender equality as a human right, its importance is fostered. As culture seems to play an important role influencing this kind of development, it is of relevance to investigate the relationship between female leadership and culture as a conditioning factor (Eden & Forquer Gupta, 2017 as cited in Schunemann, 2020).

The organizational culture which refers to the prevailing corporate perceptions of women's professional capabilities and commitment affect their careers. It also includes attitude towards women that could result in unsupportive and discouraging work environment. Negative attitude permeate the workplace, questioning women's professional capabilities, inviting them in turn to work harder to prove their credibility and commitment as part of the 'invisible woman syndrome' (Belgiu, 2013).

Organizations are becoming increasingly diverse in terms of gender, race, ethnicity and nationality. Management of such multicultural company can become challenging for each leader be it male or female; different work and cultural norms, language barriers, required time for accomplishing tasks enforces to apply new decisions and management methods (Girdauskiene and Eyvazzade, 2015). This same authors further noted that female leaders distinguish for empathy, flexibility and their role is growing constantly in business processes in different organisational levels.

Longman, Daniels, Bray and Liddell (2018) conducted a study to assess how organisational culture shapes women's leadership experiences. Among other things, Longman et al have found out that women's on leadership expressed their concerns regarding inequality in compensation, tenure, and workload. Besides, the study indicated that there is a perceived assumption towards women as supposed to hold the majority share of parenting duties which in turn make the women leaders to struggle in relation to work and family balance. Finally, Longman et al classified the research participant women leaders into four categories: (1) participants who did not perceive that gender issues in the culture influenced their work or roles within the institution; (2)

participants who reported that they did not perceive gender issues to be an institutional problem; however, they cited their institution, but indicated that such problems impacted them only minimally, if at all; and (4) participants who offered explicit criticism regarding the gendered dynamics evident in the culture in their institutions and in Christian higher education more broadly. Influences on leadership aspirations or experiences were identified as either being “push” (i.e., propelling the participant away from the organization and thus diminishing aspirations or willingness to move into or remain in leadership) or “pull” (i.e., drawing the participant into further engagement with the organization, thus increasing the desire to become or remain a leader in that context), with particular attention to the context of faith-based higher education.

Makori et al (2016) made an assessment on organizational cultural factors hindering women ascending to top management positions. Their findings indicated that there are no organizational rules that limit gender participation; however, requirements for appointment, recruitment and promotion in the institute were found unfair to women who are late comers. This same study also identified that poor documentation of policies for senior management staff in the organization has hindered the upward mobility of women to top management positions as well. Moreover, Makori et al signifies that traditional stereotypes remain key hindrance of women to rise to top positions and the organization’s lack of policy and practice implementation aimed to encourage women to aspire for senior positions.

Research has shown that in male work environment, female managers often do not get the diversity of experience compared to male managers, women are blocked from promotions while moving up the ladder and also gender inequality and culture and dissatisfaction with promotions negatively influence women’s overall job satisfaction. Satisfaction with one’s job is very crucial because it has been found to be positively related to career growth (Torpman, 2004).

Organizational culture or the way we do things around here influences what employees can do and how they conceptualize, define, analyze and address issues. The concept of organizational culture is important to understand barriers faced by career women. Organizational culture is often cited as either the key facilitator or barrier to work-life policies, as cultural norms override formal policy intentions (Toni and Moodly, 2019). Organizational culture can also present constraints to advancement of women to high level leadership and managerial positions where job advertisement for managerial positions require many years of continuous experience Warrick

(2017). According to Warrick, organizational culture does not reflect the values that embrace and celebrate diversity in workplace. He asserts that there is need to actively challenge covert and overt practices that sustain gender bias hence hindering the progress of women in management. In sum, culture and female leadership are heavily connected with each other. In order to be a successful leader, various competencies need to be acquired which are responding to the cultural framework (Northouse, 2016 as cited in Schunemann, 2020). Furthermore, cultural awareness as well as understanding seems key in order to be an effective leader.

## **2.4. Models of Organisational Culture**

Different models by scholars have been develop until this time express the organization culture and some researchers describe different indicators and dimensions of organizational cultures. The prominent scholars exploring organizations culture are as follows:

### ***2.4.1 Charles Handy's model of Organizational Culture***

According to Charles Handy's model as cited in Abraham (2019), there are four types of culture which the organizations follow:

***Power:*** - There are some organizations where the power remains in the hands of only few people and only they are authorized to take decisions. They are the ones who enjoy special privileges at the workplace. They are the most important people at the workplace and are the major decision makers. These individuals further delegate responsibilities to the other employees. In such a culture the subordinates have no option but to strictly follow their superior's instructions. The employees do not have the liberty to express their views or share their ideas on an open forum and have to follow what their superior says. The managers in such a type of culture sometimes can be partial to someone or the other leading to major unrest among others.

***Task Culture:***-Organizations where teams are formed to achieve the targets or solve critical problems follow the task culture. In such organizations individuals with common interests and specializations come together to form a team. There are generally four to five members in each team. In such a culture every team member has to contribute equally and accomplish tasks in the most innovative way.

***Person Culture:***-There are certain organizations where the employees feel that they are more important than their organization. Such organizations follow a culture known as person culture. In a person culture, individuals are more concerned about their own self rather than the

organization. The organization in such a **culture** takes a back seat and eventually suffers. Employees just come to the office for the sake of money and never get attached to it. They are seldom loyal towards the management and never decide in favor of the organization. One should always remember that organization comes first and everything else later.

**Role culture**:-is a culture where every employee is delegated roles and responsibilities according to his specialization, educational qualification and interest to extract the best out of him. In such a culture employees decide what best they can do and willingly accept the challenge. Every individual is accountable for something or the other and has to take ownership of the work assigned to him. Power comes with responsibility in such a work culture.

#### **2.4.2 Edgar Schein model of Organizational Culture**

According to Edgar Schein - Organizations do not adopt a culture in a single day, instead it is formed in due course of time as the employees go through various changes, adapt to the external environment and solve problems. They gain from their past experiences and start practicing it every day thus forming the culture of the workplace. The new employees also strive hard to adjust to the new culture and enjoy a stress free life. Schein (2010) believed that there are three levels in an organization culture.

**Artefacts**:-The first level is the characteristics of the organization which can be easily viewed, heard and felt by individuals collectively known as artefacts. The dress code of the employees, office furniture, facilities, behaviours of the employees, mission and vision of the organization all come under artefacts and go a long way in deciding the culture of the workplace.

**Values**:-The next level according to Schein which constitute the organization culture is the values of the employees. The values of the individuals working in the organization play an important role in deciding the organization culture. The thought process and attitude of employees have deep impact on the culture of any particular organization. What people actually think matters a lot for the organization? The mind-set of the individual associated with any particular organization influences the culture of the workplace.

**Assumed Values**:-The third level is the assumed values of the employees which can't be measured but do make a difference to the culture of the organization. There are certain beliefs and facts which stay hidden but do affect the culture of the organization. The inner aspects of human nature come under the third level of organization culture. Organizations where female workers dominate their male counterparts do not believe in late sittings as females are not very

comfortable with such kind of culture. Male employees on the other hand would be more aggressive and would not have any problems with late sittings. The organizations follow certain practices which are not discussed often but understood on their own. Such rules form the third level of the organization culture.

### **2.4.3. Robert A Cooke model of Organizational Culture**

Every employee has a way of behaving at the workplace which he feels is the correct way and would help him survive in the organization for a longer duration. Such perceptions of employees form the culture of the organization. According to Robert A Cooke as cited in Abraham (2019), the culture of an organization is the way employees behave at the workplace to ensure stable future and growth.

**Constructive Culture:**-There are certain organizations which encourage healthy interaction amongst the employees. The individuals have the liberty to share their ideas, exchange information and discuss things to come to an innovative solution beneficial to all. Conflicts arise when employees feel neglected and are not allowed to speak their minds. People crib amongst themselves when queries remain unattended leading to severe demotivation. A constructive culture encourages discussions and exchange of ideas amongst employees. Constructive culture motivates the employees and eventually extracts the best out of them. The key features of a constructive culture are:

**Achievement:** in order the employees to achieve the targets within the stipulated time frame, it is helped by a constructive culture.

**Self-Actualizing:** an employee stays motivated and realizes his full potential in this kind of culture.

**Encouragement:** encourages employees to deliver their level best and strive hard for furthering the image of the organization using a constructive culture.

**Affiliate:** the employees avoid conflicts and unnecessary disputes and promote a positive ambience at the workplace.

**Passive Culture:**-the employees behave in a way contrary to the way they feel is correct and should be the ideal way. In a passive culture, the main motive of the employee is to please the superiors and make his position safe and secure in the organization. In such a culture, employees unhappily adhere to the guidelines and follow the rules and regulations just to save their job. The characteristics of a passive culture are:

**Approval:** In such a culture employees can't take decisions on their own and they need to take their boss's approval before implementing any idea.

**Conventional:** Employees are bound by rules and regulations of the organization and act according to the prescribed standards only.

**Dependent:** the performance of the employees is dependent on the superior's decisions and they blindly follow their boss's orders in such a culture.

**Avoidance:** Employees tend to avoid their own personal interests, satisfaction and simply act according to the company's policies.

**Aggressive Culture:-** those organizations following an aggressive culture promote competition amongst the employees and they encourage the employees to compete against each other so that each one performs better than his fellow worker. In such a culture, employees seeking their colleague's assistance are often called as incompetent employees. Every individual vies for power, attention and strive hard to win appreciation. The key features of such a culture are: Opposition, Power, Perfectionist and Competitive.

#### **2.4.4. Hofstede's Model of Organizational Culture**

According to Hofstede (2011) there are majorly five factors which influence the culture of the workplace. Proposed that national and regional factors contribute to the culture of the organization and eventually influence the behavior of employees in the organization.

**Power Distance:-** refers to the differences in the work culture as per the power delegated to the employees. There are some organizations which believe in appointing team leaders or team managers who are responsible for their respective teams and have the challenge of extracting the best out of the members. The team members also have to respect their team leaders and work as per their orders and advice.

**Masculinity vs. Femininity:** - refers to the effect of differences in male and female values on the culture of the organization. Organizations where male employees dominate their female counterparts will follow different policies as compared to organizations where females have a major say in the decision making process of the organization. Male employees would be more aggressive as compared to the females who would be more caring and softhearted. The responsibilities also vary as per the sex of the employees. The female employees are never assigned something which requires late sittings or frequent travelling.

**Individualism:-** in such a culture some organizations are strongly rely on team work. Here individuals with a common interest come together and work in unison as a team. These organizations believe that the output is always more when individuals exchange their ideas, discuss things among themselves to come out with innovative ideas. In such a scenario the employees share a healthy relationship and take each other's help when required.

**Uncertainty Avoidance Index:-** in such a culture where employees know how to respond to unusual and unforeseen circumstances. It deals with the tolerance level of the employees in both comfortable and uncomfortable situations. Organizations try hard to avoid such situations and also prepare the employees to adjust well in all conditions.

**Long Term Orientation:-**There are some organizations which focus on long term relationship with the employees. In such organizations people have a steady approach and strive hard to live up to the expectations of the management. Employees get attached to the organization and do not look at short term objectives. On the contrary, some organizations have employees who are more concerned with their position and image. They follow a culture where people move on in a short span of time and nothing is done to retain them. The employees are concerned only with their profits and targets and leave as and when they get a better opportunity.

#### **2.4.5. Denison Model of Organizational Culture**

This model was developed by Daniel R. Denison and William S. Neale after twenty years of research of thousands of companies (Denison et al, 2012). Denison et al identifies four cultural traits Adaptability, Involvement, Consistency, and Mission. These underlying traits are expressed in terms of a set of managerial practices and measured using the twelve directories that make up the model each of the four dimensions consist three key indices as could be seen in Figure 2.1 below. According to Denison et al, (2012) each of the four dimensions are defined as follows:

**Involvement** is the first organizational trait which ensures the participation of employees in decision making; it also relies on team effort to get work done and continual investment in the development of employee's skills. In other words, involvement is building human capability, ownership, and responsibility. Thus, organizational cultures characterized as "highly involved" strongly encourage employee involvement, and create a sense of ownership and responsibility. They rely on informal, voluntary, and implied control systems, rather than formal, explicit, bureaucratic control systems. The indices of the involvement trait are: empowerment, team orientation, and capability development. First empowerment deals with individuals' authority,

initiative and ability to manage their own work. Team Orientation stress on working cooperatively toward common goals for which all employees feels mutually accountable. Finally, capability development explains the organization continually invests in the development of employees' skill in order to stay competitive and meet ongoing business needs.

**Consistency** is the second trait which emphasizes on maintenance of the status quo by being well coordinated and well integrated also the organization devises clear agreement about the right way and the wrong way to do things. In addition, consistency deals with defining the values and systems that are the basis of a strong culture. It also provides a central source of integration, coordination and control. Consistent organizations develop a mindset and a set of organizational systems that create an internal system of governance based on consensual support also has clear set of do's and don'ts. Coordination and integration, agreement and core values are indices of the consistency trait. Accordingly, coordination and integration clarify ability of different functions and units of the organization to work together well to achieve common goals. Organizational boundaries do not interfere with getting work done. The second indices is agreement in which is underlying level of agreement and the ability to reconcile differences when they occur. The last one core values stress in which members of the organization share a set of values that create a sense of identity and a clear set of expectations.

**Adaptability** is the third organizational culture traits depicts the ability of the organization in translating the demands of the business environment into action through creating change, customer focus and organizational learning environment. It deals with translating the demands of the business environment into action. Organizations hold a system of norms and beliefs that support the organization's capacity to receive, interpret, and translate signals from its environment into internal behavioral changes that increase its chances for survival, growth and development. The indices of the adaptability trait are: creating change, customer focus and organizational learning. Creating change deals with the ability of organization to create adaptive ways to meet changing needs. So organization will be able to read the business environment, quickly react to current trends, and anticipate future changes. Customer focus is the second indices which focus on the organization understanding and reaction to its customer and anticipation to future needs. Lastly, organizational learning reflected when on organization receives, translates, and interprets signals from the environment into opportunities for encouraging innovation, gaining knowledge and developing capabilities.

**Mission** involves defining a meaningful long-term direction for the organization. A mission provides purpose and meaning by defining a social role and external goals for the organization. It provides a clear direction and goals that serve to define an appropriate course of action for the organization and its members. A sense of mission allows an organization to shape current behavior by envisioning a desired future state. Strategic direction, vision and intent, goals and objectives are the indices of the mission trait. Thus, strategic direction and intent deals with clear strategic intentions convey the organization’s purpose and make it clear how everyone can contribute. The second indices, goals and objectives, stress on a clear set of goals and objectives can be linked to the mission, vision, and strategy, and provide everyone with a clear direction in their work. Finally, vision ensures that organization has a shared view of a desired future state. It embodies core values and captures the hearts and minds of the organization's people, while providing guidance and direction.

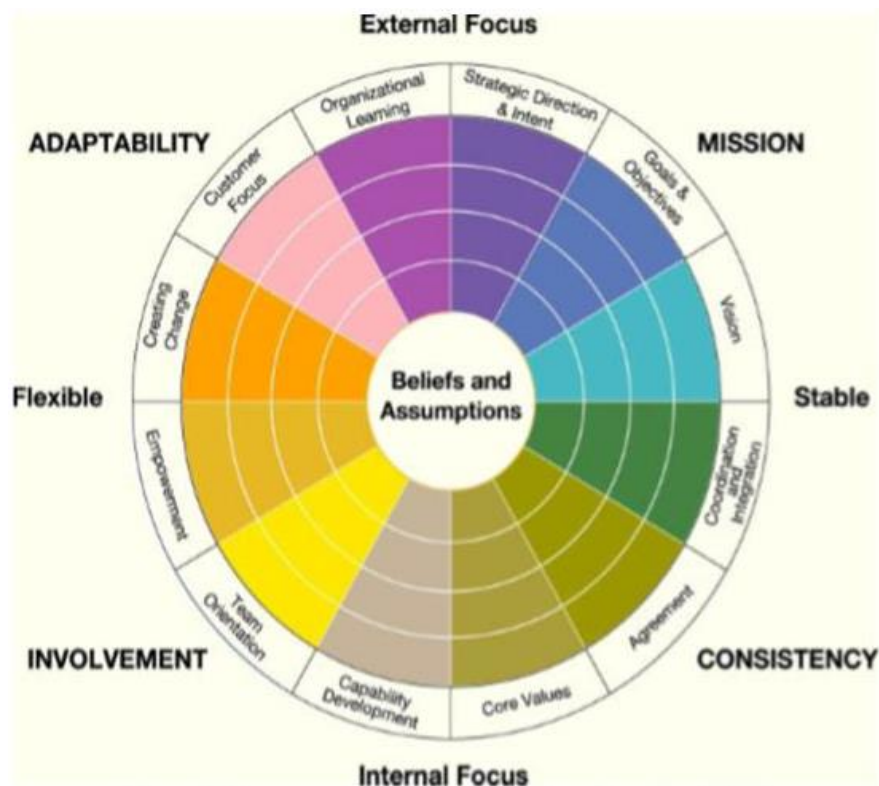


Figure 2.1 Denison model (Source: Denison et al, 2012)

## 2.5. The Hypotheses to be Tested

The following hypotheses are formulated to be tested on the course of the study called “*The Effect of Organizational Culture (OC) on Perception towards Female Leadership: the case of BGI Ethiopia*”.

H<sub>O1</sub> There is no significant relationship between involvement and female leadership.

H<sub>O2</sub> There is no significant relationship between consistency and female leadership.

H<sub>O3</sub> There is no significant relationship between adaptability and female leadership.

H<sub>O4</sub> There is no significant relationship between mission and female leadership.

## 2.6. The Conceptual Framework of the Study

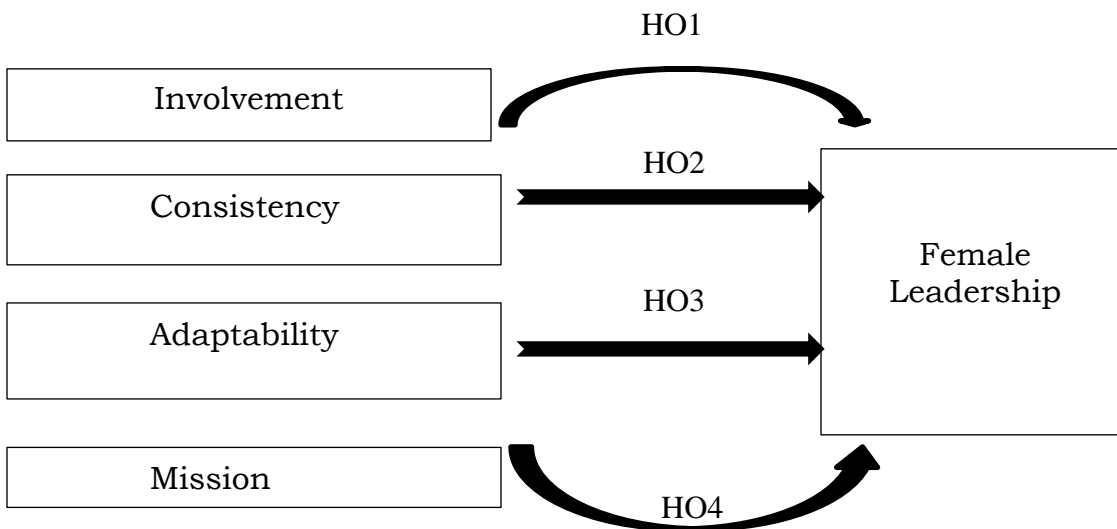


Figure 2.2: The hypothesized relationships between the independent variables, and the dependent variable.

As can be seen from section 2.5.5 above; each one of the cultural dimensions formulated by Denison were explained and defined more briefly. The perception towards female leadership is a dependent variable which illustrates as to how the employees and managers view the effect of organisational culture in this regard.

## **CHAPTER THREE**

### **RESEARCH DESIGN AND METHODOLOGY**

This chapter has dealt with the research method, sampling techniques used, the data gathering instruments, data analysis techniques and the ethical background of the study. Each one of these issues was elaborated adequately in the sections below.

#### **3.1. Research Design and Method**

The research objectives form the basis of the research design. The present study has adopted the descriptive survey design. This design was employed taking a cross-sectional data that is going to be collected in one time shot. This design was found appropriate to describe the actual situation in the organization without asking why the situation looks is like that in the long run. The study would make use of a quantitative data that is going to be collected from the managers and employees using two separate data collection tools.

#### **3.3. Population of the Study**

BGI Ethiopia is one of the leading breweries in Ethiopia and home to five iconic and distinctive brands in the country. With breweries in six cities of Ethiopia such as Addis Ababa, Zeway, Hawassa, Kombolcha, Zebidar and Raya, BGI Ethiopia has been operating in Ethiopia since 1998 and internationally as part of the Groupé Castel. The company has a total of 3386 employees out of which 2966 are males and the rest 420 are females. Even so, this particular study focuses at the head office which is located in Addis Ababa. At the head office there are a total of 85 managers out of which 23 are females and the remaining 62 are males.

#### **3.4. Sample and Sampling Techniques**

The systematic simple random sampling technique has used to select employees and male managers who are going to participate in the research. When it comes to the selection of female managers all the 23 female managers has been selected purposively using purposive sampling technique.

The list of employees working all the 46 female and male managers has been collected from the HR manager of the company and a sample of 90 employees who are found eligible for the study has been selected using systematic random sampling technique. Similarly, 23 male managers have been selected from a total of 62 male managers found at the head office especially those who are eligible for the study using systematic random sampling technique. Therefore, the total sample of 126

respondents has been selected. Both the managers and the employees suffice the requirement and should be large for the application of the inferential statistics on the collected data.

### **3.5. Data Gathering Instrument**

Two questionnaires are prepared for gathering data. The first questionnaire has to be filled by the employees while the second questionnaire is to be filled by the managers. The first questionnaire consists of three parts such as the biographic characteristics of respondents, the organizational culture of the company and the way that female managers are perceived from employees stand point. The instrument has been adapted from previous similar studies which has used the Denison Model of Organizational Culture (Abraham, 2019 and Addisalem, 2019). Questionnaire one consists of 7 items in the first part, 34 in the second part and another 34 in the third part.

Questionnaire two on the other hand has been adapted from Makori et al (2016) with the intent of assessing the legislative and overall policy of the company in giving equal opportunity for both sexes. This questionnaire has two sections where the first one is biographic having 6 items while the second section is 11 items.

### **3.6. Reliability and Validity**

The validity of the instrument has been assessed by my Adviser as well as my colleagues. Besides, the validity has been assessed by the views and suggestions of managers working at BGI.

When it comes to the reliability the instrument has been piloted in the study area taking large sample considering those respondents who are not going to involve in the main data collection. Once the data was collected in this way, the data has been encoded in the SPSS software for analysis. And Cronbach alpha coefficients have been computed for each of the culture dimensions being assessed by the instrument and the scale. Consequently, a Cronbach alpha of 0.73, 0.78, 0.69, 0.67 were found for involvement, consistency, adaptability, and mission respectively whereas perception to female leadership was found to have a coefficient of 0.72.

### **3.7. Data Analysis Technique**

The data to be collected has been analyzed in descriptive and inferential statistical methods. In relation to the descriptive analysis, the data collected shall be analyzed by using mean scores or percentages. On the other hand, a correlation coefficient and multiple regression analysis shall be used to analyze the data in

an inferential way with the intent of checking out the relationship between the independent variables and the dependent variable.

In relation to this out of the total of 90 questionnaires distributed to employees, only 80 completed questionnaires were found and encoded into the SPSS software once a sequential code has been given to each questionnaire. Similarly, out of the 46 managers who have received the questionnaires only 43 were returned and encoded for analysis.

### **3.8. Ethical Considerations**

This study was abided by the ethical standards of research in the sense that all citations were duly acknowledged and listed in the reference section. All the citations and referencing followed the APA style.

The researcher secures a legal supporting letter from the department before going to ask the consent of research participants at BGI. In this regard, the researcher follows the legal and organizational structures to obtain the consent of the study company and its employees consequently. All the necessary explanations has been given to the research participants ahead of time.

## CHAPTER FOUR

### DATA PRESENTATION, INTERPRETATION AND DISCUSSION

The data collected from employees and managers of BGI Ethiopia has been checked for completeness and accuracy. Once checked the data has been encoded into the SPSS computer software. And the encoded data then analyzed and presented hereunder and interpretations are made. Out of the total questionnaires distributed to 90 employees only 80 complete questionnaires are collected. With regard to managers, only 43 completed questionnaires are collected from the total of 46 questionnaires.

#### 4.1. Demographic Characteristics of Respondents

In this section, the demographic data collected from the employees is presented in the following table 4.1.

Table 4.1. The biographic data of respondent employees

		Gender		Total
		M	F	
Age	20-25	18	14	32
	26-35	14	7	21
	36-45	17	6	23
	46-55	0	4	4
Sub Total		49	31	80
Level of Education	Diploma	10	4	14
	Degree	32	22	54
	Master	7	5	12
Sub Total		49	31	80
Year of service at BGI Ethiopia	Less than 5 years	5	2	7
	6 to 10 years	12	10	22
	11 to 15 years	25	15	40
	16 years and above	7	4	11
Sub Total		49	31	80
The gender of your immediate supervisor	F	19	6	25
	M	30	25	55
Sub Total		49	31	80

As can be seen from table 4.1., out of the 80 respondents 49 were males and 31 were females. From this we could learn that the proportion of employees in terms of gender is significantly

different. When it comes to age the majority is below 36 and level of education is bachelor's degree. In terms of years of service, the majority are between 11 to 15 years. Of the total 80 respondents only 25 have female immediate supervisors while the remaining 55 have male immediate supervisors.

#### 4.2. Demographic Characteristics of Managers

The biography of respondent managers is summarized in the table 4.2. below.

Table 4.2. The demographic characteristics of managers

		Gender		Total
		M	F	
Age	26-35	3	0	3
	36-45	4	10	14
	46-55	11	10	21
	56 and above	2	3	5
Sub Total		20	23	43
Level of Education	Degree	10	18	28
	Master	10	5	15
Sub Total		20	23	43
Job Status and Managerial Level	Top	1	2	3
	Middle	12	12	24
	Operational	7	9	16
Sub Total		20	23	43
Year of service at BGI Ethiopia	6 to 10 years	0	4	4
	11 to 15 years	10	13	23
	16 years and above	10	6	16
Sub Total		20	23	43
The gender of your immediate supervisor	F	1	3	4
	M	19	20	39
Sub Total		20	23	43

As can be learnt from Table 4.2. above, it has been attempted to involve equal number of male and female managers in the study. But unfortunately three of the males failed to return the questionnaire. The majority of managers are found in the age range 36 to 55. When it comes to level of education the majority are bachelor holders. In the case of job status, the majority are

middle level managers who are involved in this study. With regard to years of service the majority of respondent managers are between 11 to 15 years. In the case of the gender of immediate supervisor the majority 39 of them have male bosses.

#### 4.3. The Relationship between Involvement and Perception Female Leadership

The relationship between involvement and female leadership is calculated using Pearson correlation coefficient. In this regard, the coefficient obtained is presented and interpreted in the table 4.3. below.

Table 4.3. The correlation between involvement and perception on female leadership

Involvement	Pearson Correlation	1	.731**
	Sig. (2-tailed)		.034
	N	80	80
PFemaleLeadership	Pearson Correlation	.731**	1
	Sig. (2-tailed)	.034	
	N	80	80

\*\* . Correlation is significant at the 0.05 level (2-tailed).

As can be seen from Table 4.3. the correlation coefficient obtained is 0.731 and it indicates that there is a strong relation in the involvement dimension and female leadership. The relationship obtained in this case sound statistically significant at the 0.05 level as 0.034 is lesser in amount. In this case, the null hypothesis is rejected and the alternative hypothesis is accepted and there is a significant relationship between involvement and perception on female leadership.

Involvement is the first organizational trait which ensures the participation of employees in decision making; it also relies on team effort to get work done and continual investment in the development of employee's skills. In other words, involvement is building human capability, ownership, and responsibility. Thus, organizational cultures characterized as "highly involved" strongly encourage employee involvement, and create a sense of ownership and responsibility. They rely on informal, voluntary, and implied control systems, rather than formal, explicit,

bureaucratic control systems. In which case, female leadership somehow related to the involvement aspect of organizational culture at BGI Ethiopia.

#### 4.4. The Relationship between Consistency and Perception on Female Leadership

The relationship between consistency and female leadership has been calculated using Pearson correlation coefficient in the SPSS software. The coefficient obtained in this regard is presented in the Table 4.4. below and interpreted.

Table 4.4. The correlation between consistency and perception on female leadership

		PFemaleLeadership	Consistency
PFemaleLeadership	Pearson Correlation	1	.532**
	Sig. (2-tailed)		.023
	N	80	80
Consistency	Pearson Correlation	.532**	1
	Sig. (2-tailed)	.023	
	N	80	80
**. Correlation is significant at the 0.05 level (2-tailed).			

As can be seen from Table 4.4. the correlation coefficient obtained is 0.532. The coefficient obtained indicates the existence of a moderate relationship between consistency and perception on female leadership. As 0.023 is less than 0.05 then the relationship is statistically significant and the null hypothesis is rejected. Thus, there is a significant relationship between consistency and perception on female leadership.

Consistency is the second trait which emphasizes on maintenance of the status quo by being well coordinated and well integrated also the organization devises clear agreement about the right way and the wrong way to do things. In addition, consistency deals with defining the values and systems that are the basis of a strong culture. It also provides a central source of integration, coordination and control. Consistent organizations develop a mindset and a set of organizational systems that create an internal system of governance based on consensual support also has clear

set of do's and don'ts. Coordination and integration, agreement and core values are indices of the consistency trait. Accordingly, coordination and integration clarify ability of different functions and units of the organization to work together well to achieve common goals. In this case, the organizational culture of consistency seems related perception towards female leadership at BGI Ethiopia.

#### 4.5. The Relationship between Adaptability and Perception on Female Leadership

The relationship between adaptability and female leadership has been calculated using Pearson correlation coefficient in the SPSS software. In relation to this, the coefficient obtained is presented in the table below and interpreted.

Table 4.5. The Correlation between adaptability and perception on female leadership

		Adaptability	PFemaleLeadership
Adaptability	Pearson Correlation	1	.281 *
	Sig. (2-tailed)		.012
	N	80	80
PFemaleLeadership	Pearson Correlation	.281 *	1
	Sig. (2-tailed)	.012	
	N	80	80
*. Correlation is significant at the 0.05 level (2-tailed).			

As can be seen Table 4.5, the correlation coefficient obtained 0.281 is very small and sounds the weak association between adaptability and perception on female leadership. In this case, we could see that the adaptability dimension of organisational culture seems to have no relation with female leadership according to the calculated coefficient as the level of significance is also 0.012 is less than 0.05 which indicates statistical significance. In this regard, the null hypothesis is rejected and the alternative hypothesis is accepted. Though weak, there is significant relationship between adaptability and perception on female leadership.

Adaptability is the third organizational culture traits depicts the ability of the organization in translating the demands of the business environment into action through creating change, customer focus and organizational learning environment. It deals with translating the demands of the business environment into action. Organizations hold a system of norms and beliefs that support the organization's capacity to receive, interpret, and translate signals from its environment into internal behavioral changes that increase its chances for survival, growth and development. The indices of the adaptability trait are: creating change, customer focus and organizational learning. Creating change deals with the ability of organization to create adaptive ways to meet changing needs. So organization will be able to read the business environment, quickly react to current trends, and anticipate future changes. In other words, this aspect of the organizational culture of BGI Ethiopia was not found related with female leadership.

#### 4.6. The Relationship between Mission and Perception on Female Leadership

In this section, the relationship between mission and female leadership is calculated using Pearson correlation coefficient in the SPSS software. In this case, the amount calculated is presented and interpreted in table 4.6 below.

Table 4.6. The correlation between mission and perception on female leadership

		Mission	PFemaleLeadership
Mission	Pearson Correlation	1	.459**
	Sig. (2-tailed)		.000
	N	80	80
PFemaleLeadership	Pearson Correlation	.459**	1
	Sig. (2-tailed)	.000	
	N	80	80

\*\* . Correlation is significant at the 0.05 level (2-tailed).

As can be seen in Table 4.6., the Pearson correlation coefficient is found to be 0.459 which indicates the existence of moderate relationship between mission and perception on female leadership. When it comes of statistical significance, 0.000 is well less than 0.05 which indicates

the existence of statistical significance. In this case, the null hypothesis is rejected and the alternative that says there is a significant relationship is accepted through the relationship is moderate.

Mission involves defining a meaningful long-term direction for the organization. A mission provides purpose and meaning by defining a social role and external goals for the organization. It provides a clear direction and goals that serve to define an appropriate course of action for the organization and its members. A sense of mission allows an organization to shape current behavior by envisioning a desired future state. Strategic direction, vision and intent, goals and objectives are the indices of the mission trait. Thus, strategic direction and intent deals with clear strategic intentions convey the organization’s purpose and make it clear how everyone can contribute. The second indices, goals and objectives, stress on a clear set of goals and objectives can be linked to the mission, vision, and strategy, and provide everyone with a clear direction in their work. In this regard, the relationship of this aspect of the organizational culture is not found related with that of female leadership at BGI Ethiopia.

**4.7. Multiple Regression Analysis between the Independent and Dependent Variables**

Once the relationship among the dependent variable with each of the predictor variables is calculated using Pearson correlation coefficient as could be seen in the above sections, the overall interaction of the predictor variables with that of the dependent variable has been calculated using linear regression method and the result found is presented here under.

Table 4.7. Multiple regression of the dependent and independent variables.

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.089 <sup>a</sup>	.083	.035	.17361	.083	1.706	4	75	.157

a. Predictors: (Constant), Mission, Consistency, Involvement, Adaptability

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.665	.937		4.979	.000
	Involvement	.097	.090	.150	1.071	.034
	Consistency	.039	.269	.028	.144	.230
	Adaptability	.158	.316	.102	.501	.012
	Mission	.127	.049	.329	2.563	.000

a. Dependent Variable: PFemaleLeadership

If we multiply adjusted R square with hundred i.e.  $0.035 \times 100$ ; we would find 3.5%. This implies that the selected dimensions of organisational culture involvement, adaptability, consistency and mission had only the ability to explain 3.5% of female leadership in the organization which is a very small amount and we could say that it is negligible.

The overall 3.5% as well has been contributed well by that mission with beta value of 0.329, involvement with a beta value of 0.150, adaptability with a beta value of 0.102 and consistency with a beta value of 0.028 in order of contributions. When it comes to statistical significance, the sig values of involvement, adaptability and mission are all less than 0.05 which shows the existence of statistical significance. On the other hand, the significance level calculated for consistency (i.e. 0.230) was found to be greater than 0.05 which indicates that its contribution is not that statistically significant.

#### 4.8. The Summary of Managers Responses

The data obtained from managers through the Likert scale is summarized using mean scores. In this case, the mean scores are taken taking the five scales like 1 strongly disagree and 5 strongly agree. More specifically, the mean score indicates to which direction the responses are aggregated in each item.

Table 4.8. The summary of managers responses

Items	Mean
Organizational rules limits gender participation	3.23
Requirements for appointment, recruitment and promotion in the company are unfair to women who are late comers in the company	3.23
The organization has equal payment structure for men and women doing equivalent jobs	4.28
The poor documentation of policies for senior management staff in the company has hindered the upward mobility of women to top management positions	3.49
The company advertise vacant positions openly i.e. both internally and eternally	3.56
More male than female employees have been appointed as middle and top levels in their department at the company	3.79
The traditional stereotypes remain key hindrance of women to rise to top positions	3.95
There is lack of policy and practice implementation aimed to encourage women to aspire for senior positions	4.28
Some policies documented discriminate women	2.98
Male employees has unfavorable views to women leaders	3.02
Female employees has favorable view towards women leaders	3.93

As can be seen from Table 4.8. above, the respondents agreed that the organization has equal payment structure for men and women doing equivalent jobs. Similarly, the respondents agreed that lack of policy and practice implementation aimed to encourage women to aspire for senior positions.

The majority of respondents also ensure that more male than female employees have been appointed as middle and top levels in their department at the company. Besides, the majority of respondents approve that the traditional stereotypes remain key hindrances of women to rise to top positions. Unlike male employees, female employees have favorable view towards women leaders. On the other hand, the organization even have some policies documented that discriminate women. Be that as it may, the responses obtained for the remaining items seem undecided as the mean scores obtained are around 3.0.

#### **4.9. Discussion of Major Findings**

The findings of this study indicated that the involvement and the consistency dimensions of organisational culture were significantly correlated with that of perception on female leadership in the organization. This indicated that involvement component of organisational culture demands participation on decision making and the major objectives of the organization which literally improves the positive perception towards female leadership when done by female leaders. Similarly, the consistency component refers to the continual stand of managers to pursue organisational goals in which case it demands a positive perception towards them and that of female leaders in this regard.

On the other hand, the adaptability and mission components were not that well related to that of perception on female leadership in a statistically significant manner. However, the obtained positive correlation coefficient is an indication of the existing positive association between them. When seen in aggregated manner, it was only 3.5% of perception on female leadership could have been explained by those four components of organizational culture. In this regard, perception towards female leadership in the organization could be explained with some other factors like the educational level of females, their experience, their level of expertise, and their level of influence as a person. It is the involvement and consistency components than the adaptability and mission components that enable female leaders to earn a positive strong and moderate perception on female leadership from their fellow subordinates. In other words, the predictive ability of organisational culture towards perception on female leadership was found to be very low in case of BGI Ethiopia.

One of the findings shows that the organization has equal payment structure for men and women doing equivalent jobs. In this regard, the organization has a better chance of providing opportunities to come to female leadership unlike what previous studies are indicated. For instance, most studies in some countries which are somehow reviewed in this paper indicated a different payment structure to male and female employees working an equivalent job.

Similarly, the other finding indicated that lack of policy and practice implementation aimed to encourage women to aspire for senior positions. In relation to this the study conducted by Woinshet (2015) at Dashen bank is somehow interrelated. According to Woinshet, among the factors that affect women's to participate leadership positions were lack of equal distributions of

positions between men and women in key decision making and leadership positions, the promotion criteria were not strictly followed and it has been very uncertain as to how some employees have been promoted. In this regard, lack of clear policy and practice implementation prevents female leadership at BGI Ethiopia. And yet, the company should have supported them to advance in their career according to findings of Voicila et al (2018).

The majority of respondents also ensure that more male than female employees have been appointed as middle and top levels in their department at the company. Out of the total 85 three level managers, only 23 (27%) are women at BGI Ethiopia. This may be due to ‘old boys group’ as Makori et al (2016) has identified in their study. This finding is also similar to the findings of Deliotte (2012) as cited in Voicila et al (2018) as only 20% of all parliamentarians worldwide and 13.5% of the management of the top 500 US companies are led by women. Under representation of women in leadership positions is also identified by other studies reviewed in this study Vong et (2019, Lukaka (2013), Lemlem (2016), Woinshet (2015), Tewodros (2019), Rincon et al (2017), Pfaff et al. (2013) and Griffiths et al (2019).

The other finding also approve that the traditional stereotypes remain key hindrances of women to rise to top positions at BGI Ethiopia. This is similar to the findings of another previous study as well such as Toni and Moodly (2019) who described the confrontation of women leaders with the culture exclusion in the form of male dominance, silencing of women’s voices and male patterns of networking. Similarly, Rincon et al (2017) identified gender stereotypes as one of the factors for the observed imbalance in decision making positions and barriers to senior management.

Unlike male employees, female employees have favorable view towards women leaders were one of the major findings of this study. This result is somehow interrelated and negated with the findings of Tewodros (2019). Tewodros has found out that most employees was not having a favorable view towards female managers thinking that they are less qualified and biased in their decision making compared to their male counterparts. Unlike this this study indicated that female employees have a favorable view towards female leaders may be due to gender sensitiveness in understanding their position in doing their job.

## CHAPTER FIVE

### SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

#### 5.1. Summary of Findings

The main purpose of this study was to find out that organisational culture at BGI Ethiopia has implications towards perception to female leaders. In this regard, the study adopted the Denison model of organizational culture having four dimensions such as involvement, consistency, adaptability and mission. More specifically, the study attempted to assess the individual relationship between each dimension towards perception of female leadership and the aggregate relationship of the four with that of female leadership so as to answer the following research questions:

1. What is the relationship between involvement and perception on female leadership?
2. What is the relationship between consistency and perception on female leadership?
3. What is the relationship between adaptability and perception on female leadership?
4. What is the relationship between mission and perception on female leadership?

Once 90 questionnaires have been distributed to employees and collected 80 completed questionnaires. Besides, 46 questionnaires have been distributed to managers of both genders and collected 43 completed questionnaires. After the questionnaires are encoded in the SPSS computer software and the analysis were made the following major findings were found:

- A statistically significant relationship was found between the involvement and consistency dimensions of the organisational culture and female leadership.
- A weak and statistically insignificant relationship was found between the adaptability and mission dimensions of organisational culture and female leadership.
- The aggregate organisational culture seems to be able to explain only 3.5% of perception towards female leadership at the organization.
- The managers largely agreed that the organization has equal payment structure for men and women doing equivalent jobs.
- The majority of managers also agreed that lack of policy and practice implementation aimed to encourage women to aspire for senior positions in the organization.

- The majority of managers also ensure that more male than female employees have been appointed as middle and top levels in their department at the company.
- The majority of respondent managers also approve that the traditional stereotypes remain key hindrances of women to rise to top positions.
- The managers also revealed that unlike male employees, female employees have favorable view towards women leaders.
- The managers also notified that the organization even have some policies documented that discriminate women.

## **5.2. Conclusions**

Based on the findings of the study, this research has made the following conclusions:

- There is strong and statistically significant relationship between the involvement dimension organisational culture and perception towards female leadership.
- There is a medium and statistically significant relationship between the consistency dimension of organisational culture and perception towards female leadership.
- There is a weak and statistically insignificant relationship between the adaptability component of organisational culture and perception towards female leadership.
- There is a weak and statistically insignificant relationship between the mission component of organisational culture and perception towards female leadership.
- The predictive ability of organisational culture towards perception on female leadership was found generally very low as it amounts only 3.5%.

## **5.3. Recommendations**

The following recommendations are made based on the conclusions made in relation to the major findings of this study:

- The organization has to formulate policies and procedures that empower women to advance their career so that the perception of employees to women leaders improved.
- The females in the organization has to work on improving their personal qualities like their educational level, level of expertise, and experience to accomplish the job so as to earn a positive perception towards female leadership and diminish the impact of traditional gender stereotyping.

- The company has to continue to apply the equal payment structure to both male and females so as to aspire women to leadership positions.
- The organization has to avoid policies that discriminate the women to assume leadership positions.
- Future researchers should take into account additional variables other than organizational culture to assess perception towards female leadership in order to get better percentage of contributions.

## **BIBLIOGRAPHY**

- Abraham Warga. (2019). The Effect of Organizational Culture on Employee Commitment (The Case of Commercial Bank of Ethiopia). Unpublished master's thesis from College of Business and Economics, Addis Ababa University. Ethiopia.
- Addisalem Zewdie. (2019). The Effect of Organizational Culture on Organizational Performance: The Case of Bank of Abyssinia. Unpublished master's thesis from the School of Commerce, Addis Ababa University. Addis Ababa.
- Ahn, M. J., Adamson, J, S. A., & Dornbusch, D. (2004). From Leaders to Leadership: Managing Change. *Journal of Leadership & Organizational Studies*, 10(4), 112-124.
- Alvesson, M. (2002). *Understanding Organizational Culture*. Thousand Oaks, CA: Sage Publications.
- Ammattikorkeakoulu, Lahden. (2015). *Organizational Culture & Employee Behavior: Case Study of Tianya LI*. Unpublished Bachelor Thesis of Business Information Technology from Lahti University of Applied Sciences.
- Ayele Cherinet. (2021). The Role of Commercial Bank of Ethiopia's Management in Adopting Organization Culture that Enhances Organizational Effectiveness: (The Case of Arada District). Unpublished master's thesis from College of Business and Economics, Addis Ababa University. Ethiopia.
- Balgiu, Beatrice Adriana. (2013). Perception of Women as Managers. The Difference of Attitudes between Employees and Non-Employees. *Procedia - Social and Behavioral Sciences* 78 ( 2013 ) 330 – 334.
- Berrio, A. A. (2003). An Organizational Culture Assessment Using the Competing Values Framework: A profile of Ohio State University Extension. *Extension Journal*, ISSN 1077-5315.
- Bethlehem H/Gebriel. (2017). The Effect Of Organizational Culture On Employee Performance: The Case Of John Snow Incorporated (JSI) Research And Training Institute, Inc. Unpublished master's thesis from College of Business and Economics, Addis Ababa University. Ethiopia.

- Block, L. (2003). The leadership-culture connection: An exploratory investigation. *Leadership & Organization Development Journal*, 24(5/6), 318-335.
- Bohn, J. G., & Grafton, D. (2002). The Relationship of Perceived Leadership Behaviors to Organizational Efficacy. *Journal of leadership & Organizational Studies*, 9(2), 65-80.
- Bono, J. E. & Colbert, A. E. (2005). Understanding Responses to Multi-Source Feedback: The Role of core Self-Evaluations. *Personnel Psychology*, 58(1), 171-24.
- Broadbridge, A. (2007). Retailing: dominated by women; manage by men. *Journal of Retail and Distribution Management*, 35(12), 956-974.
- Cameron, K. S. & Quinn, R. E. (1999). *Diagnosing and Changing Organizational Culture Based on the Competing Values Framework*. Addison-Wesley Longman, Inc.
- Denison, D.; Hooijberg R.; Lane N. and Lief C. (2012). *Leading Culture Change in Global Organizations: Aligning Culture and Strategy*. San Francisco: Jossey-Bass.
- Eagly, Alice H. and Carli, Linda L. (2003). The female leadership advantage: An evaluation of the evidence. *The Leadership Quarterly*, 14 (2003) 807–834.
- EFA Global Monitoring Report (2011). *The hidden crisis: Armed conflict and education*. Paris: UNESCO Publication
- Eisenbach, R.; Watson, K.; & Pillai, R. (1999). Transformational Leadership in the Context of Organizational Change. *Journal of Organizational Change*, 12(2), 80-88.
- Fawcett, Stanley E.; Brau, James C.; Rhoads, Gary K.; Whitlark, David and Fawcett, Amydee M. (2008). Spirituality and Organizational Culture: Cultivating the ABCs of an Inspiring Workplace. *Intl Journal of Public Administration*, 31(-), 420–438.
- Gardner, L., & Stough, C. (2002). Examining the relationship between leadership and emotional intelligence in senior level managers. *Leadership & Organization Development Journal*, 23(1/2), 68-78.
- Girdauskiene, Lina, and Eyvazzade, Fidan. (2015). The profile of an effective female leadership in multicultural Context. *Procedia - Social and Behavioral Sciences* 210 ( 2015 ) 11 – 20. 4th International Conference on Leadership, Technology, Innovation and Business Management.
- Griffiths, Oren; Roberts, Lynette and Price, Josh. (2019). Desirable leadership attributes are preferentially associated with women: A quantitative study of gender and leadership roles in the Australian workforce. *Australian Journal of Management*, Vol. 44(1) 32–49

- Grojean, M. W.; Resick, C. J.; Dickson, M. W.; & Smith, D. B. (2004). Leaders, Values and Organizational Climate: Examining Leadership Strategies for Establishing an Organizational Climate Regarding Ethics. *Journal of Business Ethics*, 55(3), 233-253.
- Hofstede, Geert. (2011). Dimensionalizing Cultures: The Hofstede Model in Context. Online readings on psychology and culture.
- Hossain, Tanjela and Noor, Asad. (2016). Perception Towards Women Leadership In Bangladesh: A Comparative Study Between Public And Private Sector. *International Journal of Economics, Commerce and Management*, 4(11), 319 – 328.
- Hoyt, C. L. (2010). Women, men, and leadership: Exploring the Gender Gap at the Top. *Social and Personality Psychology Compass*, 4(7), 484-498
- Kumar, Ashok. (2016). Redefined and Importance of Organizational Culture. *Global Journal of Management and Business Research: Administration and Management*, 16(4), 15-18.
- Lamond, D. (2003). The Value of Quinn's Competing Values Model in an Australian Context. *Journal of Managerial Psychology*, 8(1/2), 46-59.
- Landrum, N. E., Howell, J. P. & Paris, L. (2000). Leadership for Strategic Change. *Leadership & Organization Development Journal*, 21(3), 150-157.
- Leaper, C. & Friedman, C. K., (2007). The socialization of gender. In J. E. & P. D. Hastings (Eds.) (2007). *Handbook of socialization: Theory and research*. 561-587. New York: The Guilford Press
- Lemlem Bekele. (2016). Assessment of Factors Affecting Women Participation In Managerial Positions: The Case Of Arba Minch University. Unpublished master's thesis from College of Business and Economics School of Graduate Studies Arba Minch University. Ethiopia.
- Lok, P., & Crawford, J. (1999). The relationship between commitment and organizational culture, subculture, leadership style and job satisfaction in organizational change and development. *Leadership & Organizational Development*, 20(7), 365-377.
- Longman, Karen; Daniels, Jessica; Bray, Debbie Lamm and Liddell, Wendy. (2018). How Organizational Culture Shapes Women's Leadership Experiences. *Journal of Administrative Sciences*, 8(8), 1-16.

- Lukaka, Emily. (2013). Influence of Culture on Women Leadership In Managerial Position: A Case Of Eldoret Municipality, Kenya. Unpublished master's thesis in Project Planning and Management, University of Nairobi. Kenya.
- Makori, Rebecca s.; Onyango, Maria; Miguda, Judith Attyang; Bantu, Edward and Onderi, Peter Omae. (2016). Organizational Cultural Factors Hindering Women Ascending to Top Management Positions in Public Universities in Kenya: A Case of Moi University. *Journal of Education and Practice*, 7(11), 79-84.
- Owusu, Patrick Korkor. (2014). An exploration of socio-cultural and organizational factors affecting women's access to educational leadership. Unpublished master's thesis from the department of education, Institute of Educational Leadership, University of Jyväskylä. Ghana.
- Parry, K. W. (2002). Leadership, Culture, and Work Unit Performance in New Zealand. IFSAM 2002 Conference, Gold Coast, Queensland Australia.
- Paustian-Underdahl, Samantha C.; Walker, Lisa Slattery and Woehr, David J. (2014). Gender and Perceptions of Leadership Effectiveness: A Meta-Analysis of Contextual Moderators. *Journal of Applied Psychology* © 2014 American Psychological Association, 99(6), 1129–1145.
- Pfaff, Lawrence A.; Boatwright, Karyn J.; Potthoff, Andrea L.; Finan, Caitlin Leigh; Ulrey, Ann and Huber, Daniel M. (2013). Perceptions of Women and Men Leaders following 360-Degree Feedback Evaluations. *Performance Improvement Quarterly*, 26 (1), 35 – 56.
- Pfeffer J. (2002). *Competitive Advantage Through People*. London: Sage.
- Rincón, Virginia; González, Miguel and Barrero, Karle. (2017). Women and leadership: Gender barriers to senior management positions. *Journal of Intangible Capital, IC*, 2017 – 13(2): 319-386.
- Salami, C. G. E. (2011). *Management & Organizational Behaviour*. Benin City: Mostvirtue Publishers. Accessed on: 18/12/2019
- Schein, E. H. (2010). *Organizational Culture and Leadership*. 4<sup>th</sup> Edition. San Francisco: Jossey-Bass Publishers.
- Schunemann, Alicia. (2020). The Effect of Culture on Female Leadership: Towards Equality Everywhere? Unpublished master's thesis in International Business from the University of Barcelona.

- Setyawati, R., Akbar, M., & Luddin, M.R. (2020). The Influence Of Organizational Culture, The Attitude Of The Lecturer Toward Women's Leadership, And Job Satisfaction On Organizational Commitment In The „Aisyiyah University Yogyakarta. *Journal of Business and Behavioural Entrepreneurship*, 4(1), 62-80. <https://doi.org/10.21009/JOBBE.004.1.05>
- Sri Handari Wahyuningsih, Achmad Sudiro, Eka Afnan Troena and Dodi W Irawanto (2019). Analysis of organizational culture with denison's model approach for international business competitiveness. *Problems and Perspectives in Management*, 17(1), 142-151. doi:10.21511/ppm.17(1).2019.13
- Tewodros Asfaw. (2019). An Assessment of Workers Attitude Towards Female Managerial Competence: The Case Of Commercial Bank Of Ethiopia. Unpublished master's thesis from St. Mary's University School of Graduate Studies. Addis Ababa, Ethiopia.
- Tichy, N. M., & Cohen, E. (1997). *The leadership engine: How winning companies build leaders at every level*. New York, NY: Harper-Collins.
- Toni, N. and Moodly, A. L. (2019). Do Institutional Cultures Serve As Impediments For Women's Advancement Towards Leadership In South African Higher Education? *South African Journal of Higher Education*, 33(3), 176–191 <http://dx.doi.org/10.20853/33-3-3137>
- Torpman, J. (2004). The differentiating function of modern forms of leadership. *Management Decision*, 42, 892–906. <http://dx.doi.org/> accessed on 15/12/2019
- UN/MDG (2008/9). [https://www.un.org/millenniumgoals/pdf/MDG\\_Report\\_2009\\_ENG.pdf](https://www.un.org/millenniumgoals/pdf/MDG_Report_2009_ENG.pdf) accessed on 16/12/2019
- Voicila, A.; Ghinea, V. M. and Filculescu, A. (2018). Women in Leadership Positions: Perspectives from An International Consulting Company. *International Journal of Academic Research in Business and Social Sciences*, 8(8), 170-192.
- Vong, Sreytouch; Ros, Bandeth; Morgan, Rosemary and Theobald, Sally. (2019). Why are fewer women rising to the top? A life history gender analysis of Cambodia's health workforce. *BMC Health services research*, 19(595), 1-9.
- Warrick, D. D. (2017). *What leaders need to know about organization culture?* Kelley school of Business, Indiana University. Published by Elsevier Inc.

Woinshet Sileshi. (2015). Factors Affecting Women's Participation in Leadership Position At Dashen Bank In Addis Ababa. Unpublished master's thesis from St. Mary's University School of Graduate Studies. Addis Ababa, Ethiopia.

World Bank. (2011). World Development Report 2011 : Conflict, Security, and Development. World Bank. © World Bank. <https://openknowledge.worldbank.org/handle/10986/4389> License: CC BY 3.0 IGO. accessed on 12/12/2019

World Bank. (2012). World Development Report 2012 : Gender Equality and Development. World Bank. © World Bank. <https://openknowledge.worldbank.org/handle/10986/4391> License: CC BY 3.0 IGO. accessed on 12/12/2019

## APPENDICES

### Appendix I

**ADDIS ABABA UNIVERSITY**  
**College of Business and Economics**  
**School of Commerce**  
**Department of Business Administration and Information System**  
**MA PROGRAM in Business Leadership**

### Questionnaire 1 (to be filled by Employees)

Dear respondents,

This questionnaire is designed to assess “*The Effect of Organizational Culture on Perceptions Towards Female Leadership: The Case of BGI Ethiopia*”. The researcher kindly reminds the respondents that the response to be given will be used only as an input for the research work. Please do not ignore any of the questions; your responses are essential in getting accurate information for the topic under study. Thank you for taking time to answer the questions.

#### Part One: Respondents Personal Information

*Instruction: Please put a tick mark on the box to the appropriate alternative.*

1. Gender:

Male  Female

2. Age:

20-25  26-35  36-45  46- 55  56 and above

3. Level of Education:

Diploma  Degree  Master  PhD and above

4. Year of service at BGI Ethiopia

Less than 5 years  6 - 10 years  11 - 15 years  16 years and above

5. The gender of your immediate supervisor:

Female  Male

## Part Two: Assessing the organizational culture of BGI in terms of Denison

### Model of Organizational Culture

**Instruction:** Put a thick mark in the boxes provided depending on your level of agreement where  
5 – Strongly Agree, 4 – Agree, 3 – Neutral, 2 – Disagree and 1 – Strongly Disagree

No	Items	5	4	3	2	1
	<b>1. Involvement</b>					
1	My manger /Managers <i>empowers</i> me to make decisions related to my tasks					
2	My manager <i>encourages</i> active employees to participate in major decision makings in the branch					
3	My manger, usually <i>participate</i> employees in the preparation of <i>Planned targets and Performance Indicators</i> for his/her unit/branch needs.					
4	My manager gives more emphasis on <i>cooperation</i> and <i>teamwork</i> .					
5	My manager <i>encouraged to cooperate</i> than <i>compete</i> to each other.					
6	My manager always strive to provide <i>feedback and advice</i> performers on work related issues					
7	My manager believes in and are willing to invest on employees' <i>capability and skills development</i> practices.					
8	My manager encourages employees to take initiatives or make decisions on their own (independently).					
9	My manager considers employees as important source of competitive advantage for the company.					
	<b>2. Consistency</b>					
10	My manager punishes or places a serious consequence on violations of core values.					
11	My manager acts as <i>role model</i> for employees (Managers —practice what they preach").					
12	My manager requires employees to have a higher level of consensus on critical and strategic issues.					
13	My manager works hard or highly devoted to have highly <i>shared beliefs, values and behaviors</i> .					
14	My manager agrees or adheres to most procedures, rules and norms of the company.					
15	My manager <i>enhances coordination and integration of major goals</i> and tasks of the company.					
16	My manager follows <i>consistent and integrated business approach</i> in the company.					
17	My manager encourages or facilitates two way (Top-down and bottom-up) information flows in the company.					
18	My manager adheres to policies and procedures in customer service delivery.					
	<b>3. Adaptability</b>					

19	My manager adopts new and improved ways to achieve the strategic objectives and planned targets of the company.					
20	My manager has cultures that encourage and accept change, and new ideas are widely received in the company.					
21	My manager promotes change <i>and cooperation</i> among different units of the company.					
22	My manager seeks and effectively utilizes customers' opinions and feedbacks on our products/service for making improvements.					
23	My manager exerts effort and invests more to improve products/services quality of the company.					
24	My manager proactively understands customers' needs and expectations and work on it.					
25	My manager encourages reasonable risk taking and innovation; that is, I don't afraid to take action and the manager understands that failing is OK.					
26	My manager seeks to learn best practices from other company.					
27	My manager encourages information and knowledge sharing across the company.					
	<b>4. Mission</b>					
28	My manager obtains <i>strategies</i> from the Top management and fully implements them at the company.					
29	My manager explains the long-term purpose and direction of the company (mission) to the department employees.					
30	My manager believes that setting <i>goals support a growth mindset</i> ; and hence setting goals are exercised by each employee in the company.					
31	My manager critically considers the linkage (alignment) between individual planned targets and that of the company goals and targets during work or task assignment.					
32	My manager continuously tracks (monitor) the progress against stated objectives and targets of the company.					
33	My manager ensures that all the decisions made in the company are properly aligned with what the company hopes to achieve.					
34	My manager conveys a clear vision and missions to inspire action in the company					

### Part III/ Perception of Employees of BGI towards Perception on Female Leadership

**Instruction:** Put a thick mark in the boxes provided depending on your level of agreement where 5 – Strongly Agree, 4 – Agree, 3 – Neutral, 2 – Disagree and 1 – Strongly Disagree

No	Items	5	4	3	2	1
1	I perceive that female leaders to be empowering.					
2	I perceive that female leaders to be more encouraging to participation on decision making.					
3	I perceive that female leaders participate employees in developing plans.					

4	I perceive that female leaders give more emphasis on cooperation and team work.					
5	I perceive that female leaders encourage cooperation than competition.					
6	I perceive that female leaders always strive to provide feedback on work related issues.					
7	I perceive that female leaders believe in and are willing to invest on employees capability and skills development practices.					
8	I perceive that female leaders encourage employees to take initiatives or make decisions on their own.					
9	I perceive that female leaders consider employees as important source of competitive advantage for the company.					
10	I perceive that female leaders punish violations of core values.					
11	I perceive that female leaders act as role models and practice what they preach.					
12	I perceive that female leaders require employees to have a higher level of consensus on critical and strategic issues.					
13	I perceive that female leaders work hard to have highly shared beliefs, values, and behaviors among company units.					
14	I perceive that female leaders adhere to most procedures, rules and norms of the company.					
15	I perceive that female leaders enhance coordination and integration of major goals and tasks of the company.					
16	I perceive that female leaders follow consistent and integrated business approach in the company.					
17	I perceive that female leaders facilitate two way (top-down and bottom-up) information flows in the company.					
18	I perceive that female leaders adhere to policies and procedures in customer service delivery.					
19	I perceive that female leaders adopt new and improved way to achieve the strategic objectives and planned targets of the company.					
20	I perceive that female leaders have cultures that encourage and accept change, and new ideas widely received in the company.					
21	I perceive that female leaders promote change and cooperation among different departments of the company.					
22	I perceive that female leaders seek and effectively utilize customers opinions and feedbacks on our products/service for making improvements.					
23	I perceive that female leaders exert efforts and invest more to					

	improve products/services quality of the company.					
24	I perceive that female leaders proactively understand customers' needs and expectations and work on it.					
25	I perceive that female leaders encourage reasonable risk taking and innovation.					
26	I perceive that female leaders seek to learn best practices from other company units.					
27	I perceive that female leaders encourage information and knowledge sharing across the company.					
28	I perceive that female leaders obtain strategies from the top management and fully implement them at the company.					
29	I perceive that female leaders explain the long-term purpose and direction of the company (mission) to the department employees.					
30	I perceive that female leaders believe that setting goals support a growth mindset, and hence setting goals are exercised by each employee in the company.					
31	I perceive that female leaders critically consider the linkage (alignment) between individual planned targets and that of the company goals and targets during work or task assignment.					
32	I perceive that female leaders continuously track the progress against stated objectives and targets of the company.					
33	I perceive that female leaders ensure that all the decisions made in the branch are properly aligned with what the company hopes to achieve.					
34	I perceive that female leaders convey a clear vision and missions to inspire action in the company.					

## Appendix II

**ADDIS ABABA UNIVERSITY**  
**College of Business and Economics**  
**School of Commerce**  
**Department of Business Administration and Information System**  
**MA PROGRAM in Business Leadership**

### **Questionnaire 2 (to be filled by managers)**

Dear respondents,

This questionnaire is designed to assess “*The Effect of Organizational Culture on Perceptions Toward Female Leadership: The Case of BGI Ethiopia*”. The researcher kindly reminds the respondents that the response to be given will be used only as an input for the research work. Please do not ignore any of the questions; your responses are essential in getting accurate information for the topic under study. Thank you for taking time to answer the questions.

#### **Part One: Respondents Personal Information**

*Instruction: Please put a tick mark on the box to the appropriate alternative.*

1. Gender:

Male  Female

2. Age:

20-25  26-35  36-45  46- 55  56 and above

3. Level of Education:

Diploma  Degree  Master  PhD and above

4. Job Status and Managerial Level:

Top  Middle  Operational  Just Staff/Employee

5. Year of service at BGI Ethiopia

Less than 5 years  6 - 10 years  11 - 15 years  16 years and above

6. The gender of your immediate supervisor:

Female  Male

Part II/ To be filled by Women Leaders Working at BGI

**Instruction:** Rate the following items mentioning your level of agreement in the scale given as follows: 5 Strongly Agree, 4 Agree, 3 Unable to Decide, 2 Disagree and 1 Strongly Disagree

No.	Items	5	4	3	2	1
1	Organizational rules limits gender participation					
2	Requirements for appointment, recruitment and promotion in the company are unfair to women who are late comers in the company					
3	The organization has equal payment structure for men and women doing equivalent jobs.					
4	The poor documentation of policies for senior management staff in the company has hindered the upward mobility of women to top management positions					
5	The company advertise vacant positions openly i.e. both internally and externally					
6	More male than female employees have been appointed as middle and top levels in their department at the company					
7	The traditional stereotypes remain key hindrance of women to rise to top positions					
8	There is lack of policy and practice implementation aimed to encourage women to aspire for senior positions					
9	Some policies documented discriminate women					
10	Male employees has unfavorable views to women leaders					
11	Female employees has a favorable view towards women leaders					