



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

**WORKERS ATTITUDE TOWARDS FEMALE  
LEADERS: THE CASE OF ETHIOPIAN SHIPPING AND  
LOGISTICS SERVICE ENTERPRISE (ESLSE)**

**BY  
AYAL BEYENE**

**JUNE, 2017  
ADDIS ABABA, ETHIOPIA**

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**A THESIS SUBMITTED TO ST. MARY'S UNIVERSITY,  
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## **ENDORSEMENT**

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

**Goytome Abraha**

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St. Mary's University, Addis Ababa

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Signature

July, 2017

## DECLARATION

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

**Ayal Beyene**

St. Mary's University, Addis Ababa

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Signature

July, 2017

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## **LIST OF ACRONYMS AND ABBREVIATIONS**

<b>CAC</b>	Carrier Access Corporation
<b>ESLSE</b>	Ethiopian Shipping and logistics Service Enterprise
<b>ILO</b>	International Labor Organization
<b>MDG</b>	Millennium Development Goals
<b>SPSS</b>	Statistical Package for Social Scientists
<b>US</b>	United State
<b>UK</b>	United Kingdome
<b>WAMS</b>	Women as Managers Scale

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## ABSTRACT

*The study mainly aimed at addressing the workers attitude towards female leaders in the context of Ethiopian Shipping and Logistics Service Enterprise (ESLSE). The study used mixed research approaches (qualitative and quantitative) and mixed research design descriptive. Descriptive statistics (percentage, frequency, and mean and explanation were used to analyze the data. To assess the attitude of Superiors and Subordinates towards female leaders, closed ended questionnaire and interview were used the data were analyzed with data collected from 3 Deputy CEOs, 4, Directors and all subordinates under the supervision of female leaders were about 189. The findings of this study show that the attitude level of superiors towards female leaders is not favorable. This unfavorable result is an implication that the superiors hold an attitude that considers female leaders as a less confident, irresponsive and unable to make decision for the managerial position than the males. Similarly subordinates attitude towards female leaders is not favorable. This unfavorable result is an implication that the subordinates hold an attitude that considers female leaders as a less qualified, and biased for the managerial position than the males. Failure to be committed to handle the managerial responsibility, be forceful in managerial position that demand it, being aggressive in a business situation of the enterprise, are the reasons superiors undermine women leaders and subordinates disrespect and disobeyed for their instruction in a day to day business of the enterprise, lost confidence by superiors to make a decision based on information came from female leaders, mistreat by superiors, deficiency of enough time to exercise their responsibilities at a managerial position as men, are the major problems that women face at a managerial position and hinder women leaders to exercise their responsibilities as men.*

Key words: attitude, favorable, unfavorable, subordinate, superior

# CHAPTER ONE

## INTRODUCTION

This section introduces the concept of workers attitude towards female leaders, the problem that the research attempted to investigate, the basic research questions to be addressed, the objective of the study, significance of the study, the scope this study covered and organization of the study.

### 1.1 Background of the Study

The International institutions on women affairs have advocated for female rights on many platforms, forums and seminars. In some cases, educational and training programmer has been organized to recognize and welcome female leaders in workplaces, but the situation has slightly changed.

Women in managerial positions in the corporate world have been few in almost all countries of the world and especially in some developing countries. The Beijing conference in 1995, the Fourth World Conference on Women, sought to narrow the gap between men and women and to give equal opportunity to women. To a large extent, this goal has been achieved in many developed countries.

On the other hand, recent findings suggest that there is a positive correlation between the number of women in top executive positions and the financial performance of organizations (Catalyst, 2004).

This holds true even when women find themselves on a „glass cliff“ (Ryan, Haslam, & Postmes, 2007) where their position of leadership is associated with high risk of failure. Ryan and Haslam (2005) examined the performance of the top 100 companies in Britain and found that the appointment of women to positions of power in companies struggling with financial downturn resulted in a marked increase in share price. More recently, Ferrary (2010) reported a negative association between the percentage of women managers and decline of stock price following the economic crisis in CAC 40 list.

According to Herbert & Yost (1978b) as sited Alexander Preko (2012), attitudes have powerful influences on the behavior of people at work. This has created an environment where male subordinates do not effectively adhere to instructions emanating from female managers at

workplaces. There are situations where the male subordinates might politely turn down the instructions from their female heads. Negative comments are often passed among males: “what is this woman saying?” Sometimes, the males do not basically applaud the efforts of females, because “women are always women”; no matter how educated they are, their reputations are still opposed by their male counterparts. Even with equal qualifications and achievements to that of their male counterparts, women are perceived less favorable in terms of their ability and accomplishments. This stereotyping tends to be reflected in evaluations and promotions and places women at a disadvantage for advancement (Eagly & Carau, 2001).

There was a cross section of factors that hinder women’s access to political participation in Ethiopia. However, the government of Ethiopia has declared its commitment to gender equality and empowerment of women by stipulating the rights of women in its constitution, issuing the women’s policy of the country and National Action Plan for gender equality to put gender mainstreaming into action in Ethiopia and in its regions across the various policies.

Despite all these policies and efforts majority of women are still at the subordinate position and women in the country occupy low status in the society. Their involvement in policy formulation and decision making processes has been minimal. But, if half of the world’s population remains vulnerable to economic, political, legal and social marginalization, the hope of advancing democracy and prosperity will remain serious jeopardy. Additionally the active participation of women, on equal terms with men, at all levels of decision-making is essential to the achievement of equality, sustainable development, peace and democracy and the inclusion of their perspectives and experiences into the decision-making processes can result to the solutions that satisfy larger number of the society, which have social benefits, better and more appropriate social, political, legal, and economic solutions for their problems.

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

Therefore, it is essential to understand the issues of attitude so that we can work to maximize positive outcomes and minimize negative ones. Thus, the purpose of this research is examining the view of employees towards female leader's reasons for negative attitude and solutions to mitigate negative stereotype attitude to improve the efficiency of female leaders.

## **1.2 Statement of the Problem**

Leadership is became a profession where women shall participate on a significant share of positions and diversity is declared good for business. But leadership is predominated by male as prerogative in corporate, political, military and other section of society.

Women participation in Leadership positions of business, political, and social world is few in almost all countries of the world and especially in developing countries. Perceptions about women have not been changed through decades as many working women are not getting proper status. Violence against women is still occurring in the society. It is also true in Ethiopia, which is one of the developing countries and not matured enough to accept and effectively implement the concept of women equality and their participation in leadership positions. As a country level, the Ethiopian government considers genders as a cross-cutting issue and works to make sure that gender is integrated into policy strategies and programs. The government is exerted its effort for the policy, strategies and programs to be implemented throughout all ministries and government organization for the achievement of gender equality. (Gross and transformation plan of Ethiopia II 2008-2012)

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

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

According to the preliminary survey conducted by the researcher on Ethiopian shipping and logistics service enterprise, workers attitudes towards female leaders is unfavorable and they believe that; female couldn't have potential and skills to be a leader, female leaders are not capable enough to make decision and committed for their responsibilities, female leaders have no confidence for their decisions and actions. As the result worker attitude toward female leader is unfavorable and they are undermined by workers because of their gender. Preliminary Survey (2017) by the researcher even recent studies indicated that women still lag when it comes to serve on top managerial positions. This implies that there is a lack of attention given to gender issues and presented unfavorable attitude of subordinates to female leaders in the organization.

To the best knowledge of the researcher, there has not been a study conducted in Ethiopia, assessing the attitude of both subordinates and superiors (especially attitude of superiors which have been ignored by most of the studies) towards women at managerial positions. Therefore, this study tries to bridge the gap by conducting an assessment in Ethiopian shipping and logistics services enterprise context.

### **1.3 Research Questions**

The basic research question of the study is; what is the attitude of subordinates and superiors towards women leaders in Ethiopian shipping and logistics services enterprise.” In the course of the study about workers and superiors” attitude towards female leaders in Ethiopian Shipping and logistics Service Enterprise, Particularly this study attempted to answer the following specific research question:

- ❖ What are the views of subordinates towards female leaders?
- ❖ What are the views superior towards female leaders?
- ❖ What are the major attitudes problems that women face at a managerial position on the view of female leaders managers?
- ❖ What are the major problems that hinder women leaders to exercise their responsibilities?

## **1.4 Objectives of the Study**

The general objective of the study is to assess Workers Attitude towards Female Leaders in Ethiopian Shipping and logistics Service Enterprise. Specifically, the objectives are designed to:

- ❖ To assess the views of subordinates towards female leaders.
- ❖ To describe views superior towards female leaders.
- ❖ To assess attitudes the problems that women face at a managerial position on the view of female leaders managers.
- ❖ To express the major problems that hinder women leaders to exercise their responsibilities.

## **1.5 Significance of the Study**

The result of the study help to generate useful and practical information about employee attitudes towards female leaders that are more significant to take possible remedy to change, reduce and even to eliminate the negative attitude. It is also expected to be useful to all concerned parties to give attention to those determinate variables of attitude towards female leaders in order to design an appropriate intervention program or strategy on the issues. Moreover, the use of the research is extending to researches and professions in the area. It can be a tool for further research in the area of attitude towards female leaders.

## **1.6 Scope of the Study**

This study focused on attitude of workers under female managers and superiors towards female leaders by taking Ethiopian Shipping and Logistics Services Enterprise as a case. Even if the enterprise have seven inland dry ports and Djibouti branch the study focused only head office workers and superiors.

The research is also limited in constructing and taking population size i.e. only considering subordinates who are under the supervision of female leaders and superiors who are the manager of female leaders.



## **1.7 Organization of the Study**

The report of the study has five chapters. The first chapter will address the introduction part of the study that includes background of the study, statement of the problem, basic research questions, objective of the study, significance of the study, scope and limitation of the study and Organization of the paper. While the second chapter presents theoretical and empirical review of the related literature. The third chapter deals with Research Methodology which includes Research approach and design, Population, Sample size and sampling procedure, Data sources and data collection method, and Data analysis method. The fourth chapter involves data analysis and Interpretation by contrasting the actual result with reasons on objectives, collected data and literature facts, to find out the solution to possible gaps. The final and fifth chapter comes up with summary, conclusion and recommendations.

## **CHAPTER TWO**

### **LITRATURE REVIEW**

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

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

Economists, Psychologists and Political scientists underrepresent women in their opinion. General thought about men and women that there lies a tremendous gap between men and women in respective position in which they were appointed and elected to work on. Normal attitudes about differentiating men and women intrinsically in case of leadership roles often provide men on administrative boards which are more connected to economics whereas women are relegated to service oriented boards relating to community. Women were also underrepresented in advisory and decision making works. In previous researches, more attention is paid on gender dynamics and its impact on decision making process while paying less attention in gender stereotyping and gender biased driven appointment schemes and public perceptions about this stereotyping (Hannagan and Larmier 2011; Kathlene 1994; Kennedy 2003) Currently government has adopted interest legislation of women to ensure gender balance for elected positions in Bangladesh. The number of women is growing in the working sector but relatively few women have achieved the upper strata of her profession (Epstein, 1970).

Psychology, an attitude is a psychological construct, it is a mental and emotional entity that inheres in, or characterizes a person. Perloff (2016) attitudes are complex and an acquired state through experiences. It is an individual's predisposed state of mind regarding a value and it is precipitated through a responsive expression toward a person, place, thing, or event (the attitude object) which in turn influences individual's thought and action. Prominent psychologist Gordon Allport once described attitudes "the most distinctive and indispensable concept in contemporary social psychology. According to Allport (1935), Attitude can be formed from a person's past and present.

Attitude is one of Jung's 57 definitions in Chapter XI of Psychological Types. Jung's definition of attitude is a "readiness of the psyche to act or react in a certain way (Vogel, Bohner, &

Wanke, 2014) Attitudes very often come in pairs, one conscious and the other unconscious. Within this broad definition Jung defines several attitudes. The main (but not only) attitude dualities that Jung defines are the following.

Consciousness and the unconscious. The "presence of two attitudes is extremely frequent, one conscious and the other unconscious. This means that consciousness has a constellation of contents different from that of the unconscious, a duality particularly evident in neurosis". Main, R. (2004).

- ❖ Extraversion and introversion. This pair is so elementary to Jung's theory of types that he labeled them the "attitude-types".
- ❖ Rational and irrational attitudes. "I conceive reason as an attitude".
- ❖ The rational attitude subdivides into the thinking and feeling psychological functions, each with its attitude.
- ❖ The irrational attitude subdivides into the sensing and intuition psychological functions, each with its attitude. "There is thus a typical thinking, feeling, sensation, and intuitive attitude".
- ❖ Individual and social attitudes. Many of the latter are "isms".
- ❖ In addition, Jung discusses the abstract attitude. "When I take an abstract attitude..." Main,(2004). Abstraction is contrasted with creationism "CREATIONISM. By this I mean a peculiarity of thinking and feeling which the antithesis of abstraction is.

Attitudes have been defined in several ways to show how people view others. According to Zikmund (2003) cited by Arkorful, Doe and Agyemang (2014) attitude is an expression of inner feelings that reflect whether a person is favourably or unfavourably predisposed to some object". In his book, "***Business Research Methods***" (2003), he mentioned that there are three components of attitude; affective (feelings), cognitive (beliefs, knowledge) and behavioral (the likely action towards the object). This definition also relates to that of Katz and Kahn"s (1978), who defines attitude as "the predisposition of an individual to evaluate some symbol or object or aspect of his world in a favorable or unfavorable manner." Several theories of attitudes have

been proposed by social psychologist over years. The general consensus among these theorists is that attitudes influence behavior to a great extent. In this regard, several other theories are reviewed to form the bases of this study.

Social identity theory has several suggestions and has been applied in numerous studies. It plays significant role in many social and cultural interactions. In the organizational setting which is the focus of this study, the social identity theory predicts that workers in an organization come in groups; males and females, managers and subordinates, though often done unconsciously. According to this the categorization individuals may hold different attitude towards one another as predicted by the social identity theory. From another angle, identifying with a female manager for a job well-done may likely affect an employee's attitude to them.

According to role incongruity theory, stereotyping of gender roles leads to expectation of individual behavior (Eagly & Karau, 2002). Women are expected to exhibit communal or nurturing trait characterized by helpful, gentle, and nurturing behavior while men are expected to exhibit "a genetic" trait characterized by assertiveness, confidence, and control. Leadership roles have been traditionally linked to genetic roles and therefore men are seen as better placed for leadership roles than women. Perceived incongruity between the female gender role and leadership roles leads to two forms of prejudice against female: (a) perceiving women less favorably than men as potential occupants of leadership roles and (b) evaluating behavior that fulfills the prescription of a leader role less favorably when it is enacted by women.

The consequence of this expectation is that attitudes are less positive towards female than male leaders or managers. The other consequence is that it is more difficult for women to become and achieve success in leadership roles. "Women leaders often find themselves needing to exhibit behaviors considered inappropriate for their gender, such as being tough and openly competitive. At the same time, they may find themselves abandoning some of the traditional female traits of social sensitivity and service orientation (Eagly & Karau, 2002). Other factors beside to affect attitude are explained below.

### **2.1.1.1 Formation of Attitude**

Attitudes are hypothetically constructed and there is no way to directly observe the attitude but it can be inferred from the individual. Attitude is formed by the extinction of a need in the individual (Lifton, 1956). It can be triggered by the environmental facts and conditions or it can arise within the personal concept of individual. Attitude can be formulated in the perception of local social culture, environment, family status etc. Attitude is formed through different learning situations. It is generated through stimulus and conditional neutral object. For example, somebody might have no attitude towards a song and he or she has a positive attitude towards a beach. He or she might pass whole day in the beach while listening to that song and you being very happy. The neutral object, the song, now has the same attitude like the beach. It is the effect of unconditional stimulus and neutral object. Now, while he or she is at home, will listen to the song and will have the same attitude which is developed with the stimulus-beach (Kelman, 1954). Another theory of attitude formation can be operant conditioning where positive consequences cause positive attitude and vice-versa. Attitude can be constructed in direct observation or direct communication

### **2.1.1.2 Attitude Change**

Attitude change is a modification of an individual's general evaluative perception of a stimulus. Attitude change exercises social influence. Kelmen (1954) has distinguished three ways or process of social influences attitudinal change. First, the influence which will lead to change in attitude is how important the change is to the subject matter to reach his or her goal. Second, his or her thought, whether the theory or opinion is ready to accept or not. Third, influence power is the key to open the lock. One of the surprising findings in the area of attitude change is that unreinforced, repeated exposures to a novel or unfamiliar stimulus result in positive attitude. Previous researches resulted in theoretical advances which specifies the cognitive process activating through a presentation of an attitude.

### **2.1.1.3 Factors Determining Formation of Attitude**

The attitude of a person is determined by psychological factors like ideas, values, beliefs, perception, etc. All these have a complex role in determining a person's attitude. Values are ideals, guiding principles in one's life, or overarching goals that people strive to obtain. Beliefs are cognitions about the world subjective probabilities that an object has a particular attribute or that an action will lead to a particular outcome. Beliefs can be patently and unequivocally false. For example, surveys show that a third of U.S. adults think that vaccines cause autism, despite the preponderance of scientific research to the contrary (Dixon et al., 2015). It was found that beliefs like these are tenaciously held and highly resistant to change. Another important factor that affects attitude is symbolic interactionism; these are rife with powerful symbols and charged with affect which can lead to a selective perception. Persuasion theories says that in politics, successful persuaders convince its message recipients into a selective perception or attitude polarization for turning against the opposite candidate through a repetitive process that they are in a noncommittal state and it is unacceptable and doesn't have any moral basis for it and for this they only require to chain the persuading message into a realm of plausibility (Gopnik, 2015 & O'Keefe, 2016).

#### **Family**

Family plays a significant role in the primary stage of attitudes held by individuals. Initially, a person develops certain attitudes from his parents, brothers, sister, and elders in the family. There is a high degree of relationship between parent and children in attitudes found in them.

#### **Society**

Societies play an important role in formatting the attitudes of an individual. The culture, the tradition, the language, etc., influence a person's attitudes. Society, tradition, and the culture teach individuals what is and what is not acceptable.

## **Political**

Political factors such as ideologies of political parties, political leaders and political stability affect the attitudes of people.

## **Economic**

A person's attitude also depends on issues such as his salary, status, work as such, etc.

### **2.1.2 Attitude towards Women as Leader in the World**

Adeyemi-Bello and Tomkiewicz's (1996) a study which is done in the United States indicated that males and females see successful managers as possessing characteristics that are generally ascribed more to men than women. In this study, a sample of 70 Nigerians, who were conveniently chosen from the southwestern part of Nigeria in 1993, was used to investigate the impact of gender on attitudes toward women managers. Most of the respondents were potential future business managers (i.e., college students majoring in business). The study revealed that Nigerian women have more positive attitudes toward female managers than their male counterparts. Abdalla (1996) studied attitudes toward women in the Arabian Gulf region and compared Qatar and Kuwaiti implications. The samples included professionals, college students and parents of college students. The results indicated that samples consistently reported more favorable attitudes towards women than men. However, Qataris endorsed more traditional attitudes towards women than Kuwaitis. The results suggested that while Arab women are willing to accept more responsibilities in the political, occupational, educational and social spheres, Arab men are not willing to share these responsibilities with them.

Koshal, Gupta and. Koshal, (1998), conducted a study on attitude towards women managers in Malaysia. The results indicated that female managers perceive resistance from both men and women for their advancement and this resistance seem to be more at the subordinate levels. Other findings of a study about gender differences in attitudes toward women sales managers suggest that resistance exists to female managers in the Chinese sales force. Significant differences were found between responses gathered from the salesmen and saleswomen, indicating a more favorable attitude toward female supervisors by saleswomen than by salesmen.

### 2.1.3 Leadership

Leadership is the topic where there has been interest from hundreds of years of philosophers like Plato and Socrates. Leadership is one of the talked issues in the business environment as well as in the political environment. Several researches on leadership have been done previously. In 2003, a search in Amazon.com for the Leadership word revealed more than 11 thousand results resulting articles published from 1970 to 2002 (Storey, 2004). Previously studied articles showed that the answer of the change in global environment is hold by the leaders who are the reason for not only the individual success but also the success of business organizations along with regions, nations and sectors. Leadership appears to be, like power, an essentially contested content (Grint, 2004). True task of a leader is to make move, make a change that illustrates the improvement. Successful leaders begin with the end in mind (Kellerman et al., 2000).

Researcher argued that most people think of leaders like Abraham Lincon, Gandhi, Napoleon, and Hitler. Philosophers termed leadership to be effected significant traits, framework and personality factors. Effective leaders tend to be:-

- ❖ Creative
- ❖ Responsible for any situation given
- ❖ Initiator
- ❖ Alert in every single situations while decision making
- ❖ Doing insight research
- ❖ Socially active
- ❖ Aggressive in productive conditions
- ❖ Must be of popular character and being humorous
- ❖ Self-confident and Persistent in different situations

Possessing certain traits doesn,t indicate any individual to be a leader but those traits paves the way for the leadership. More concisely, working relationship is the effective modular of leadership which depends on the working relationship between leadership and other working party or individuals (Ricketts, 2009).



### **2.1.3.1 Gender-Role Perception Theory in Leadership**

Leadership is predominated by male as prerogative in corporate, political, military and other sectors of society. Researchers argued that women have gained increased access to top level management but the number is very few. Gender-role orientation has been shown to predict perceptions and self-esteem (Cate, 1986). There exist three models of gender role relationship. Congruence model shows that congruence between ones gender and one,,s gender role orientation results in psychological well-being. It shows exhibiting behavioral and psychological characteristics of one,,s own gender is considered natural and healthy but opposite gender is not (Mussen, 1969). The androgyny model reflects androgynous individual possess some traits such as assertiveness, autonomy and positive feminine. As those individuals possess instrumental and expressive qualities, so it fosters self-esteem and creates perception (Bem,1974). Masculinity model shows that positive masculine traits foster high self-esteem in both parties.

More clearly, women are neglected not directly but indirectly in most job or organizational environment. In spite of having equality theory of men and women, women constitute only 4% of five highest earning officers (Catalyst, 2000). Perception about other sex is not considered acceptable according to the congruence theory. So, most of the cases women were negotiating with organizational bodies to get into top level regardless of attributes she has. Gender role evidences embraces injunctive norms about male and female behavior.

Perception about gender has not been changed through decades as many working women are not getting proper rights. Violence against women is still occurring in modern society. It is a regular and deadly fact of life for millions of female in South Asia.

Overall, gender role theory suggests that perception about women and men are still differs. Researchers found it equal in theories but not in daily activities. Glass ceiling still exists and people have a perception that male and female has different ambition and female can't get Any way near it. Perception without evidence caused women to negotiate within organization to reach top management regardless of merits (Gatrell and Cooper 2007). Metaphor of a labyrinth makes the perception more biased as it illustrates working women achieves senior positions through higher managerial negotiations within the organization (Eagly and Carly, 2007). Different perception about gender makes it more complex in organizational situation.

### **2.1.3.2 Women in Leadership**

Women's increased participation in the workforce generally and at the professional level specifically, is not translating into increased numbers of women at senior and executive levels. Statistics show the movement of women through business hierarchy into top level positions has been slow. Indeed, the profile of Australian women in business leadership supports research assertions that despite nearly 40 years of investigation, the dearth of women in management remains a 'perennially critical' and 'tricky' issue to deal with (Fox & Broussine, 2001).

- ❖ Twelve percent of ASX200 executive managers are female.
- ❖ Three women have been appointed to executive level since 2004.
- ❖ In 2007, 13.5 percent of companies have two or more women on their boards, up from 10 percent in 2004.
- ❖ There has been a drop in the number of companies with at least one female board member since 2004.
- ❖ Over the past three years, there has been no increase in the number of companies with a female CEO to 3 percent.
- ❖ No Australians featured in the 2006 Forbes 100 Most Powerful Women list.

Little difference has been found in between men and women in leadership sector. Ambition is different in gender basis researches shows that women are advance equally as men and are ambitious as them also for the development and high priority. Researchers found a glass ceiling phenomenon that stops women to reach the prioritized position. That invisible barrier is noted and explored by many (Gatrell and Cooper 2007). Metaphor of a labyrinth describes that women reaches senior positions by negotiating within the organization (Eagly and Carly, 2007).

### **2.1.4 Women in Organization**

Decades of existence of equality legislation between men and women, research evidence continues to show that women are paid less in leadership roles in organization if it is compared to the equivalent role of men. A study in UK shows that an average executive earned a basic salary equivalent to 40 thousand pounds per year approx. in case of men whereas 30 thousand

pounds per year for female executives for the equivalent position in the organization (Blair, 2012).

Still the Stupid Curve „theory exists. It was a term mentioned over 10 years back from now on and it describes that in spite of getting equivalent number of male and female executives in the organization, less women make it somewhere near top position in the organization structure (Schreiber, 2011). ILO, 2012 report shows that there exists a huge unemployment gap between men and women. Temporary contracts are higher among women worker than men. Career interruption due to child rearing causes huge period of unemployment and losing position in the organization (International Labor Organization, 2003). Key facts regarding previous studies of women at work are-

- ❖ 40% of the global labor force.
- ❖ 12 countries have female head of the state including Bangladesh among 192 countries.
- ❖ Female workers spend more on unpaid services, thus degrade their positions.
- ❖ 1% to 3% top management executives are female in global context.

Moreover, there still exist three key indicators for gender equality which are inadequate (Facts on WOMEN AT WORK).

1. Glass Ceiling: The concept of equality in top management positions between men and women. Women lie under huge gap.
2. Sticky Floor: It represents that women are underpaid in equivalent organizational position compared to men (Gatrell and Cooper 2007).
3. The gender pay gap: ILO,,s report shows that women are underpaid and discriminated in payment basis in large organizations (ILO,,s Global employment trends, 2003).

The overall context shows that women in the organization are not getting equal privilege as men working in the organization according to the previous researches.

### **2.1.5 Women in Ethiopia History**

Ethiopia suffers from some of the lowest gender equality performance indicators in sub-Saharan Africa. While remarkable progress has been made in several of the Millennium Development Goals (MDGs), it is lagging behind in MDG 3. The Global Gender Gap report 2010 ranks Ethiopia at 121 out of 134 countries in terms of the magnitude and scope of gender disparities. Fifty percent of the Ethiopian population comprises of women. They are actively involved in all aspects of their society's life. Though women's share of the division of labour differs from place to place and from culture to culture, their average working hour per day is believed to vary between 13 and 17 hours per day.

In the previous social political systems and regimes the conditions of women in Ethiopia was worse. They were not represented in social, economic and political participations, they were deprived to come let alone on the positions of leaderships but almost on other outdoor activities.

The current government of Ethiopia is explicitly committed to the achievement of gender equality. The constitution clearly stipulates the rights of women and the women's policy of Ethiopia reiterates the government's commitment to gender equality. The National policy on women (Women's Policy) formulated in 1993, aimed to create appropriate structures within government offices and institutions to establish equitable and gender-sensitive public policies. The government of Ethiopia in 1995, under its new constitution, renewed its commitment towards this policy.

The possibility for all citizens to participate in the leadership of public affairs is at the very heart of democracy. At the same time full and equal participation of both women and men in political decision making provides a balance that more accurately reflects the composition of society, and may also enhance the legitimacy of political processes by making them more democratic and responsive to the concerns and perspectives of all segments of society. Despite these facts in the majority of countries of the world, the political arena remains largely dominated by men, and is even an exclusively male bastion in some countries. As we know in democracy the voice of all is being heard equally.

Considering the women in (ESLSE) their number is as high as 419 in the year 2008 E.C. but the number of women in leadership positions amount to total of 17 where there are only 3 on position of Director, and 14 division managers. On the other hand there is no any female among 4 sectors of the enterprise.

This is caused due to on board long stay practices. However there are females in foreign sea going cargo and passenger ships. The new maritime labor convention is expect to increase the number of females on board where the convention provide shorter on board stay, better pay working conditions etc.

Despite all these, many women are still at the subordinate position and women in the country occupy low status in the society. Their involvement in policy formulation and decision making processes has been minimal. But, if half of the world's population remains vulnerable to economic, political, legal and social marginalization, the hope of advancing democracy and prosperity will remain in serious jeopardy. Additionally the active participation of women, on equal terms with men, at all levels of decision-making is essential to the achievement of equality, sustainable development, peace and democracy and the inclusion of their perspectives and experiences into the decision-making processes can result to the solutions that satisfy larger number of the society, which have social benefits, better and more appropriate social, political, legal, and economic solutions for their problems.

### **2.1.6 Women leadership in Ethiopia History**

A woman is an adult female human being, as contrasted to men, an adult male, and a girl, a female child. The term woman (irregular plural: women) is used to indicate biological sex distinctions, cultural gender role distinctions, or both (Wikipedia, 2005:1). Ethiopia is a male-controlled society that keeps women in a subordinate position (Haregewoin and Emebet, 2003). There is a belief that women are docile, submissive, patient, and tolerant of monotonous work and violence, for which culture is used as a justification (Hirut, 2004). Like many African Countries, the majority of Ethiopian women hold low status in the society. Different studies indicated the low status of women in developing countries in general and in Ethiopia in particular (Almaz, 1991; Hirut, 2004; Mukuria, 2005). They have been denied equal access to education, training, and gainful employment opportunities, and their involvement in policy formulation and decision making processes has been minimal. Obviously, women play a vital

role in the community by taking care of all societal activities. However, they do not enjoy the fruits of their labor and suffer from political, economic, societal, and cultural marginalization. According to Meaza (2009), although there are many women who have played important political and leadership roles in the history of Ethiopia, only few are visible in the existent literatures (Meaza, 2009). The same source has indicated that women have played important political roles mostly by wielding proxy power through birth or marriage.

In support to this idea, as Teshome (1979) stated, in Ethiopian history, women did great contributions in both out and in door activities especially in battles and other activities. They have been actively participating in rural area in agriculture, commercial, undertaking reproduction and social responsibilities. However, their misfortunes of living in the shadow of men have hidden from view such highly notable performances. They have been forced to lose confidence in themselves and so have been unable to act on their own action directly concerning themselves.

Literatures describe that even if women's formal participation in the highest leadership position was formally closed, it is documented that throughout the world, women had played critical roles in times of wars and peace as community organizers and activists.

Above all, for instance, un Ethiopian Women history, contributions and brilliant leadership role which have Emperor Minilik's (1877-1913) first formal wife, Bafena and second legal wife Empress Taitu had played is unforgettable history and comes first when one talk about Ethiopian women contributions. For instance, Taitu was acted as the chief advisor of Emperor with particular influence in the area of foreign relations. She holds high profile in the history for patriotism and uncompromisingly pursuing Ethiopia's independence (Meaza, 2009). These historical facts make it clear that despite their strengths, contributions and demonstrated leadership abilities, it has never been easy for Ethiopian women to ascend to formal political power (ibid.). Now a day the FDRE government has adopted various enhancing instruments to promote equal participation of women in every subject of the nation's decision making positions among which the FDRE constitution is the most promising and binding one which had ever been existed in the history of the country. However some efforts have been made still the participation of women in leadership and decision making position is minimal as per to their counterparts. This can be evidenced with many aspects however, looking at proportion of women in the parliament which is entitled to be the highest policy making body of the nation, though it may

seem increasing from time to time, it is still minimal, according to the information gained from International Parliament Union (IPU), in 2005 National election women accounts 21.3%, where as in 2010 national election, their number has increased to 152(27.8%) out of the total 547 seats of HPR members, with compared to Rwanda (56.3%), and South Africa of which they accounts for 44.5% and others (<http://www.ipu.org/wmn-e/classif.htm>).

Despite the limited improvements made by very few countries, gender inequalities are on the increasing trend in the developing countries, including Ethiopia. On the other hand, representation of women and inclusion of their perspectives and experiences into the decision making processes can result to the solutions that satisfy larger number of the society. Economic and social empowerment of women is greatly reliable on their integration into the political decision-making process through involving them in the political and public offices. Women can enjoy their political and civil rights through political representation and participation in the public life, as ensuring women's political participation is essential to bring legitimacy to the government society to establish democracy in a practical sense which may lead to validity and trustworthiness of democracy and democratic process by the public and stakeholders.

Women remain under-represented in the executive and political leadership positions mostly in the world regardless of their advanced educational levels and political participation. Policy-makers have responded through the introduction of „gender quota“ for females“ representation in the governments. Adoption of gender quotas is related with attitudes about women within a particular country, calling for increased levels of democratic freedoms to improve women's access to public and political decision making positions. Proportional (descriptive) representation systems offer greater opportunities of gaining political access for women. Gender quotas are good policy tool to achieving equitable representation of women in the policy-making positions, serving as a tool for consolidating strong female representation. They facilitate the process of change for women's political inclusion in the political arena. They can increase female leadership; influence policy outcomes, and reduce gender discrimination. Thus, introduction and adoption of gender quotas in the political and public service offices do increase female leadership in both political and executive/public offices.

On the other hand there are female oppositions about “gender quota” where it discourages to be found fit and became best competitor against males.

## 2.2 Review of Related Articles

A recent study conducted by Alexander (2012) in some selected organizations in Ghana attempted to find out the attitudes of male employees towards female managers found that of the 122 respondents who were sampled from 17 organizations, the majority of males (69.51%), preferred to work under male managers and labelled managerial positions as a masculine positions. 64 respondents representing 52.46% disagreed to statement that female managers are allowed in decision-making while 51 respondents representing 41.80% agreed. 51.64% disagreed with this view that female managers are not mentally capable of managing difficult issues at work place, 32.79% agreed they were mentally capable up for it.

On the other hand, Sayo (2011) found in his study that educational level affected attitudes of teachers towards female managers; 59.7% who had university level education were of the opinion that responsibilities in public mixed secondary schools should be shared equally among male and female teachers.

A study in Addis Ababa conducted by Meba (2011) using a sample of 85 workers (50 males and 35 females) from five different organizations found that workers generally held unfavorable attitude towards female managers. The study found that; gender, age, marital status, and level of education affected workers attitude towards women managers. Kathryn (2010) conducted a longitudinal study on attitudes towards women as managers comparing business undergraduate students from 1981, 2000, and 2010. The same hypothesis was retained. Their findings showed that females expressed positive attitudes towards female managers than males. This study reveals the consistency in people's attitude, it also reveals that as people age their attitude become more liberal, however it does not tell us what other factors bring about these changes in peoples attitude. The studies reviewed here have explored the traditional variable which includes gender, age, marital status, educational level. However, this study placed emphasis on organization and direct experience with female managers which have been largely ignored by most of the studies conducted on attitude towards female mangers.



## **CHAPTER THREE**

### **RESEARCH DESIGN AND METHODOLOGY**

#### **3.1 Research Approach**

The research used a mixed research involving both qualitative and quantitative approaches. As proposed by Bhattacharjee (2012,p.110), mixed research approach in any research used for a better understanding of the research problem than either of each alone and provides a ground for the use of several means (methods, data sources and analysis) to examine the same subject matter under the study.

Quantitative Research\_approach is used to quantify the respondents' attitude towards female leaders by way of generating numerical data or data that can be transformed into useable statistics.

Qualitative research is used to gain an understanding of employees under female leaders and superiors experience, opinions, and attitude with respect attitude towards female leaders by use of unstructured or semi-structured data collection techniques i.e. interview, and the enterprises report.

The integration of both qualitative and quantitative researches provided a more complete and comprehensive understanding of the subordinates and superiors attitude towards female leaders' and it offset the weaknesses inherent to using each approach by itself.

#### **3.2 Research Design**

Descriptive research design is used to assess the attitude of subordinates and superiors towards female leaders and providing possible conclusion and recommendations. It is also used to assess and analyze the demographic and background information of the respondents.

### **3.3 Population and Sampling Size**

#### **3.3.1 Population**

Only subordinates, who are under the supervision of female leaders and superiors, who are the manager of female leaders and female leaders in Ethiopian Shipping and Logistics Service Enterprise are considered as the target population for this particular study.

#### **3.2.2 Sampling Techniques**

The study targeted only those superiors (Managers of female leaders) in the management position are three deputy CEOs (sector heads), four directors and twelve female leaders. The subordinates under the supervision of female leaders are one hundred eighty nine. Since the target subordinate and superiors were few in number, census was used, where the total population was considered to participate in the study.

#### **3.3.3 Sample Size**

The total size of the population for the study was subordinates, who are under the supervision of female leaders, superiors who are the manager of female leaders and female leaders in the Enterprise were engaged. These staffs were identified from enterprise based on their supervision under female leaders and superiors who manage female leaders and the female leaders themselves.

This comprised 3 deputy CEOs, 4 directors (managers of female leaders), 12 female leader and all subordinates under the supervision of female leaders were about 189. Since this is too easy to manage, the total population was considered to conduct this study i.e. census.

### **3.4 Types of Data and Tools of Data Collection**

#### **3.4.1 Data Sources**

The study used both primary and secondary data sources. The primary data were collected from the company's subordinates using the structured questionnaire and from superiors and female

leaders unstructured interview is used. Both tools were used to collect raw data regarding respondents' attitude towards female leaders of the enterprise. Those in the management position and subordinates were taken as key informants to complete the study.

Secondary data, collected internally from the enterprise's reports manual, brochure and journals.

### **3.4.2 Data Collection Tools**

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

Unstructured interview was also conducted with concerned seven managers of the female leaders and twelve female leaders of the enterprise. The major purpose of the interview was to substantiate certain facts that the researcher already thought. Therefore, the un-structured interviews were conducted to enhance and supplement the results of the study. During the interview attitude towards female leaders was raised and the answers were given accordingly.

### **3.5 Procedures of Data Collection**

First, structured questionnaire were developed and the questionnaire contained two parts. The first part is designed to collect respondents' background information. The second part is contain the widely used attitude measurement scale, the Woman as Managers Scale (WAMS) was used to investigate attitude of workers towards female managers. The Women as Managers Scale (WAMS) was designed to identify and measure stereotypical attitudes towards women managers (Peters, et al, 1977). The scale contains 21 items in a Likert-like format. Each item has five response alternatives ranging from 'strongly disagree' to 'strongly agree'. Ten items are worded to portray women as managers favorably and eleven items are worded to describe women managers unfavorably. The favorably worded items portray men and women managers as equal and the unfavorable items depict women as inferior to men. The eleven unfavorably worded

items are reverse scored because disagreement with a negative item would indicate a favorable response. The total score is the sum of all the responses and can range from 21 to 105 or taking the average, from 1 to 5 because, the average of each score is analyzed, with high scores, 4 to 5, indicating favorable attitudes towards women as managers and low scores, less than 4, indicating less positive attitudes. The Scale is categorized as: 1. Strongly Disagree 2. Disagree 3. Neutral 4. Agree 5. Strongly Agree Average score of 4 is the expected score to conclude that the workers have a favorable attitude towards female managers. Any score less than 4 shows that the respondents tend to hold a less favorable attitude. To come up with the average score of each respondent's attitude, the total score is divided by the 21 items; which gives it a range of scores from 1 to 5. Note that the unfavorable worded items are reversely scored distributed to the target population 189 respondents. From the Total respondents, all of them responded and it accounted for 100% response rate, all the questionnaire well filled and returned successfully because during the distribution and collection process, respondents were well informed about the subject matter under the study and I got remarkable support from Gender and Social Affair department of the enterprise.

Interview was conducted with superiors (managers of female leaders) to assess their attitude towards female leaders and female leaders to identify the problem they faced at a leadership position.

### **3.6 Measurement of Reliability and Validity**

Reliability refers to the quality of a measurement procedure to provide repeatability and accuracy. A construct is said to be reliable or consistent if it brings same result when we use it multiple times Bhattacharjee (2012). Since we used multiple-item construct measure to the respondents, the extent to which respondents rate those items in a similar manner or in short the „internal consistency“ was estimated after conducting pilot survey by including all the items. The internal consistency of the scale items was computed using the commonly applicable method called Cronbach alpha. Thus, the reliability of instrument of total 21 items scale was found 0.895 which indicates the acceptability of the items. Because The value of Cronbach's Alpha must be greater than 0.60 to be considered reliable Aggarwal, et al., (2011). So, the developed instrument is considered as reliable.

To assure validity, theoretical assessment of validity was undertaken. Accordingly, the items were partially adopted from previous studies and partially based on the definitions given by different researchers listed above. Besides, appropriate research procedures were applied to find the answers to the basic question. With this the construct validity is also assured.

### **3.7 Method of Data Analysis**

#### **Quantitative Data**

Descriptive Statistics (Mean and Standard Deviation) is the core output for analysis of this study. Along with the individual mean and standard deviation of that 21 statement and an aggregate response of the total population is calculated to excavate a general opinion on the issue.

Descriptive Statistics provides summary statistics such as mean, median and standard deviation (Pallant, 2011). Descriptive statistics are used basically to define the population quantitatively. Mean and standard deviation are traditional measures used to describe data. The mean represents a broad view of the data and the standard deviation is a measure of dispersion and gives the way to define where any given data value is located with respect to the mean (Kessler, 2013). The statistical package for social science (SPSS) 17 was used to analyze the data. After the data is collected, it is edited, coded and then entered in to SPSS and the result is analyzed accordingly.

#### **Qualitative Data**

Data collected through interview from 7 superior (female leader managers) and 12 female leaders have been analyzed in descriptive form. With the extract from the discussion based responses that represent the view those women in the enterprise is attempted to be comprehended in the part of the analysis.

## CHAPTER FOUR

### RESULT AND DISCUSSION

#### 4.1 Finding of the Study

##### 4.1.1 Overview of the Data

The survey was undertaken to assess the attitude of superiors and subordinates towards female leaders in the case of Ethiopian Shipping and Logistics Services Enterprise. For that purpose questionnaire was developed and distributed to the subordinate (total of 189) and interview was conducted with superiors of Ethiopian Shipping and Logistics Service Enterprise.

**Table 4.1: Number of questionnaire distributed and collected**

Questionnaires	Respondents	
	Number	Percentage
Released Questionnaires	189	100
Not- Returned	0.00	0
Returned	189	100
Total Sample Size	189	100

Source: Survey questionnaire, 2017

From the distributed 189 questionnaire all 189 were responded. This makes the response rate 100%. At the time of data screening for accuracy and completeness no questionnaire was found to be unusable, the reason behind was the respondents were given enough time to replied all parts and items completely and I got remarkable support from Gender and Social Affair department of the enterprise.

##### 4.1.2 Demographic Characteristics of Respondents

This part discusses the demographic background and characteristics of the respondents'' such as Gender, Age, Marital Status, Education level and.

**Table 4.2: Demographic Characteristics of Respondents**

Gender	Frequency	Percent
<b>Respondents Gender</b>		
Male	112	59.3
Female	77	40.7
Total	189	100.0
<b>Respondents Age</b>		
below 35	128	67.7
35 – 45	51	27.0
45 – 55	9	4.8
above 55	1	.5
Total	189	100.0
<b>Respondent's marital status</b>		
Married	80	42.3
Single	109	57.7
Total	189	100.0
<b>Respondent's Education Levels</b>		
Below Diploma Degree	6	3.2
Diploma Degree	37	19.6
BA Degree	138	73.0
Master's Degree	8	4.2
Total	189	100.0

Source: Survey questionnaire, 2017

Based on gender, 59.38% of respondents were male. The remaining 40.7% were female. This indicates that the numbers of female subordinates in the company under the supervision of female leaders are low in number compared to male subordinates.

The majority of the respondents (about 67.7%) are categorized as the younger group of workers (i.e. below the age of 35). 27% of the respondents are between the age of 35 and 45. The rest 4.8% and 0.5% are between the age of 45 - 55 and above 55 respectively. As mentioned above the majority of the respondents (about 67.7%) are young.

According to the above table, majority of the respondents (57.7%) are single and 42.3% of the respondents are married. This indicates that single respondents (57.7) might have a problem in relationship and communication with female leaders.

Based on the respondent’s educational level 73% of the respondents have a BA degree, 19.6% have a diploma, 4.2% have master’s degree and the rest (3.2%) have below diploma degree.

## 4.2 Analysis of Data

Frequency is the number of occurrences of a repeating event per unit time. Frequencies are simple representation of the respondents’ opinion so reverse encoding was not done for this analysis. Here, we analyze the number, not the central tendency which is required to measure mean or standard deviation.)

**Table 4.3: Respondents view on desirability to offer Female leader job that requires responsibility**

Level of agreement	Frequency	Percent
<b>It is less desirable for women to have a job that requires responsibility</b>		
Strongly Disagree	70	37
Disagree	54	28.6
Neutral	28	14.8
Agree	33	17.5
Strongly Agree	4	2.1
Total	189	100

Source: Survey questionnaire, 2017



As shown in the table, most of the respondents, with a level of frequency 124 (strongly disagree 70 + disagree 54) and accounted for 65.6% disagreed with the idea. This indicates that respondents express their agreement with the idea that women can handle a job that requires responsibility.

**Table 4.4: Respondents view on women require objectively evaluate business situation**

<b>Properly</b>		
Level of agreement	Frequency	Percent
<b>Women have the objectivity require evaluating business situations properly</b>		
Strongly disagree	5	2.6
Disagree	4	2.1
Neutral	30	15.9
Agree	97	51.3
Strongly Agree	53	28
Total	189	100

Source: Survey questionnaire, 2017

Regarding the item “women have the objectivity require evaluating business situations properly” most of the respondents accounted for 150 (79.3%) closes the native end about women having objectivity.

But, 30 (15.9%) respondents took a neutral standpoint on this matter. So it can be extracted from the extract that people are not sure about women having objectivity for evaluating business situations.

**Table 4.5: Respondents view on challenging work is more important than men**

Level of agreement	Frequency	Percent
<b>Challenging work is more important to men than it is to women</b>		
Strongly Disagree	64	33.9
Disagree	60	31.7
Neutral	23	12.2
Agree	27	14.3
Strongly Agree	15	7.9
Total	189	100

Source: Survey questionnaire, 2017

65.6% of the respondents disagree with the idea of challenging work being more important to men than it is to women. This indicates that women can handle managerial challenging works the same as men and it is a clear indication of favorable attitude towards female leaders.

**Table 4.6: Respondents view on contributing to an organization goal women managers are less capable than men**

Level of agreement	Frequency	Percent
<b>On the average, women managers are less capable of contributing to an Organization's overall goals than are men</b>		
Strongly Disagree	75	39.7
Disagree	66	34.9
Neutral	21	11.1
Agree	22	11.6
Strongly Agree	5	2.6
Total	189	100

Source: Survey questionnaire, 2017

Maximum 74.6% respondents strongly disagreed and disagree with the notion that women managers are less capable in contributing to an organization, whereas 11.1% of the sample neither agreed nor disagreed. Another 11.6 % respondent actually slightly agreed to this negative statement. Still, the most popular opinion is favorable to women leadership.

**Table 4.7: Respondents view on acceptance of women in leadership role.**

Level of agreement	Frequency	Percent
<b>It is not acceptable for women to assume leadership role as often as men</b>		
Strongly Disagree	70	37
Disagree	69	36.5
Neutral	20	10.6
Agree	17	9
Strongly Agree	13	6.9
Total	189	100

Source: Survey questionnaire, 2017

37%, 36.7% respondents strongly disagree and disagree that women leadership is rare to accept in comparison to male leaders. However, another 15.9% showed slightly agreed that women leadership is rare to accept in comparison to male leaders. The scenario for this statement People have strong tendency to accept women as leader.

**Table 4.8: Respondents view on the capability of necessary skills to be successful manager**

Level of agreement	Frequency	Percent
<b>Women have the capability to acquire the necessary skills to be successful managers</b>		
Strongly Disagree	7	3.7
Neutral	18	9.5
Agree	71	37.6
Strongly Agree	93	49.2
Total	189	100

Source: Survey questionnaire, 2017

The major portion of the respondents (49.2+ 37.6 =86.8%) has a positive view about women being capable of acquiring the necessary skills to be successful managers.

**Table 4.9: Respondents view on the assertiveness of women in business situation**

Level of agreement	Frequency	Percent
<b>Women cannot be assertive in business situations that demand it</b>		
Strongly Disagree	50	26.5
Disagree	66	34.9
Neutral	33	17.5
Agree	38	20.1
Strongly Agree	2	1.1
Total	189	100

Source: Survey questionnaire, 2017

Overall response is positive. Maximum 61.4% of respondents disagreed to the statement that women can be assertive in business situations.

**Table 4.10: Respondents view on the competitiveness of in working world**

Level of agreement	Frequency	Percent
<b>Women are not competitive enough to be successful in the working world</b>		
Strongly Disagree	79	41.8
Disagree	60	31.7
Neutral	10	5.3
Agree	38	20.1
Strongly Agree	2	1.1
Total	189	100

Source: Survey questionnaire, 2017

Maximum Responses 73.55% about women are not being confident enough to be successful in business world disagree with the statement. They believe strongly women are enough successful in the working world and have a favorable attitude towards female leaders.

**Table 4.11: Respondents view on the aggressiveness of women in the business situation**

Level of agreement	Frequency	Percent
<b>Women cannot be aggressive in the business situations that demand it</b>		
Strongly Disagree	39	20.6
Disagree	50	26.5
Neutral	34	18
Agree	52	27.5
Strongly Agree	14	7.4
Total	189	100

Source: Survey questionnaire, 2017

Even if maximum amount of respondents (27.5%) agreed about women not being capable of being aggressive in business situation; the response cannot be determined as the overall attitude as other response percentage lies in close proximity.

**Table 4.12: Respondents view on the opportunity for participating in managerial training**

Level of agreement	Frequency	Percent
<b>Men and Women should be given equal opportunity for participation in management training programs</b>		
Strongly Disagree	7	3.7
Disagree	6	3.2
Neutral	13	6.9
Agree	54	28.6
Strongly Agree	109	57.7
Total	189	100

Source: Survey questionnaire, 2017

57.7% respondents agreed that men and women should be given equal opportunity for participation in management training programs. That is actually a rather positive attitude towards women leadership in Ethiopian Shipping and Logistics Service Enterprise women are being encouraged to participate more.

**Table 4.13: Respondents view on the acceptance of women by business community in managerial position.**

Level of agreement	Frequency	Percent
<b>The business community should someday accept women in key managerial positions</b>		
Disagree	17	9
Neutral	25	13.2
Agree	81	42.9
Strongly Agree	66	34.9
Total	189	100

Source: Survey questionnaire, 2017

Frequency distribution clearly indicates that popular opinion about accepting women in key managerial position in business community is positive 77.8%.

**Table 4.14: Respondents view on the valuable of female managers.**

Level of agreement	Frequency	Percent
<b>Society should regard work by female managers as valuable</b>		
Strongly Disagree	7	3.7
Disagree	16	8.5
Neutral	50	26.5
Agree	67	35.4
Strongly Agree	49	25.9
Total	189	100

Source: Survey questionnaire, 2017

Majority (61.3. %) respondent have a positive opinion about regarding work by female managers as valuable as work by male managers. And the negative tale of the distribution is so thin that the opposite end holds extremity in a very positive way.

**Table 4.15: Respondents opinion on the acceptance of women for top executive position**

Level of agreement	Frequency	Percent
<b>It is acceptable for women to compete with men for top executive positions</b>		
Strongly Disagree	5	2.6
Disagree	10	5.3
Neutral	28	14.8
Agree	71	37.6
Strongly Agree	75	39.7
Total	189	100

Source: Survey questionnaire, 2017

77.3% respondents have a positive view about the accepting women to compete with men for top executive position. This indicates that there is a positive attitude towards female leaders.

**Table 4.16: Respondents opinion on the emotions of women on their job**

Level of agreement	Frequency	Percent
<b>Women would no more allow their emotions to influence their managerial behavior than world men</b>		
Strongly Disagree	16	8.5
Disagree	52	27.5
Neutral	51	27
Agree	51	27
Strongly Agree	19	10.1
Total	189	100

Source: Survey questionnaire, 2017

37.1% respondents agreed with the fact that women would no more allow their emotions to influence their managerial behavior than would man. Nevertheless, 36.00% respondents agree with the fact that women would allow their emotions to influence their managerial behavior than men. The positive responses actually reflect a favorable attitude towards% women leadership

**Table 4.17: Respondents opinion on the possession of self- confidence**

Level of agreement	Frequency	Percent
<b>Women possess self-confidence required of a good leader</b>		
Strongly Disagree	14	7.4
Disagree	56	29.6
Neutral	36	19
Agree	55	29.1
Strongly Agree	28	14.8
Total	189	100

Source: Survey questionnaire, 2017

43.9 % of respondents agree to the statement that women possess the self-confidence required of a good leader but 37% of the respondents slightly disagree.

**Table 4.18: Respondents opinion on contributing of women in organizational goal**

Level of agreement	Frequency	Percent
<b>On the average, women managers are less capable of contributing to an Organization's overall goals than are men.</b>		
Strongly Disagree	75	39.7
Disagree	66	34.9
Neutral	21	11.1
Agree	22	11.6
Strongly Agree	5	2.6
Total	189	100

Source: Survey questionnaire, 2017

Maximum 74.6% respondents strongly disagreed and disagree with the notion that women managers are less capable in contributing to an organization, whereas 11.1% of the sample neither agreed nor disagreed. Another 11.6 % respondent actually slightly agreed to this negative statement. Still, the most popular opinion is favorable to women leadership.

**Table 4.19: Respondents view on women to assume leadership role as often as men**

Level of agreement	Frequency	Percent
<b>It is not acceptable for women to assume leadership role as often as men</b>		
Strongly Disagree	70	37
Disagree	69	36.5
Neutral	20	10.6
Agree	17	9
Strongly Agree	13	6.9
Total	189	100

Source: Survey questionnaire, 2017

37%, 36.7% respondents strongly disagree and disagree that women leadership is rare to accept in comparison to male leaders. However, another 15.9% showed slightly agreed that women leadership is rare to accept in comparison to male leaders. The scenario for this statement People have strong tendency to accept women as leader.



**Table 4.20: Respondents attitude on women who works outside home**

Level of agreement	Frequency	Percent
<b>On the average, a woman who stay-at-home all the time with her children is a better mother than a woman who works outside the home at least half time</b>		
Strongly Disagree	37	19.6
Disagree	49	25.9
Neutral	33	17.5
Agree	49	25.9
Strongly Agree	21	11.1
Total	189	100

Source: Survey questionnaire, 2017

Because of regular mindset of the society, the respondents slightly agree with this. They think that being a better mother requires to give enough time to the children at home. Yet, the others disagree with the same percent 25.9% the item. But the overall scenario of this statement is a working women can be a better mother and sharing her time with family and work both. Attitude to this factorial concept is to some extent vague in quantitative terms.

**Table 4.21: Respondents view on women capability to learn Managerial skills**

Level of agreement	Frequency	Percent
<b>Women are less capable of learning mathematical and mechanical skills than are men</b>		
Strongly Disagree	81	42.9
Disagree	57	30.2
Neutral	24	12.7
Agree	24	12.7
Strongly Agree	3	1.6
Total	189	100

Source: Survey questionnaire, 2017

This particular statement show favorable attitude towards women leadership as majority (73.1%) expressed agreement to this negative statement.

**Table 4.22: Respondents View on The possibility of pregnancy**

Level of agreement	Frequency	Percent
<b>The possibility of pregnancy does not make women less desirable employees than men</b>		
Strongly Disagree	15	7.9
Disagree	38	20.1
Neutral	27	14.3
Agree	65	34.4
Strongly Agree	44	23.3
Total	189	100

Source: Survey questionnaire, 2017

The majority (57.7%) of the respondent agreed that the issue of pregnancy and maternity actually does not make women less desirable employees than men. This response is actually favorable attitude for women leadership.

**Table 4.23: Respondents View on women menstruation**

Level of agreement	Frequency	Percent
<b>Problems associated with menstruation should not make women less desirable than men as employees</b>		
Strongly Disagree	17	9
Disagree	29	15.3
Neutral	36	19
Agree	60	31.7
Strongly Agree	47	24.9
Total	189	100

Source: Survey questionnaire, 2017

The majority 56.6% agree that menstruation should not make women less desirable than men as employees. But the 24.3% disagree.

**Table 4.24: Respondents View on feminism**

Level of agreement	Frequency	Percent
<b>To be a successful executive, a woman does not have to sacrifice some of her feminist</b>		
Strongly Disagree	10	5.3
Disagree	16	8.5
Neutral	25	13.2
Agree	97	51.3
Strongly Agree	41	21.7
Total	189	100

Source: Survey questionnaire, 2017

### 4.3. Attitude level analysis based on demographic data

In this analytical statistics the demographics like age, gender, year of experience were incorporated in the questionnaire design but not on the basis of dependency.

**Table 4:25. Workers attitude towards female leaders based on demographic data**

Gender	Mean	N	Std. Deviation
<b>Attitude level analysis based on Gender</b>			
Male	3.0799	112	.36452
Female	3.0118	77	.38151
Total	3.0522	189	.37205
<b>Attitude level analysis based on Age</b>			
below 35	3.0510	128	.35861
36 – 45	3.0439	51	.38661
46 – 55	3.1429	9	.51010
above 56	2.8095	1	.
Total	3.0522	189	.37205
<b>Attitude level analysis based on Marital Status</b>			
Married	3.0375	80	.39579
Single	3.0629	109	.35510
Total	3.0522	189	.37205
<b>Attitude level analysis based on Education</b>			
Below Diploma	3.0238	6	.32216
Diploma	3.0862	37	.50829
BA Degree	3.1071	138	.38244
Master's Degree	3.4206	8	.31214
Total	3.0522	189	.37205

Source: Survey questionnaire, 2017

Comparative analysis between attitudes of the females and attitudes of the males towards female leaders shows that there is an insignificant difference evident towards female leadership. The mean attitude of the females is 3.0799 whereas the mean of the attitude of the female is 3.0118. So, the male show insignificantly higher positivity view towards female leadership than the female.

Again, the males tend to show a lower Standard Deviation ( $x = .36452$ ) than the females ( $x = .38151$ ). This indicates that the females have higher dispersion in responses than the males. This dispersion shows that the responses of females vary more than the responses of males. So, it is presumed that males have a concentrated approach regarding female leadership.

But, this scenario is expected to change. This is because females tend to believe in themselves and the society has started encouraging female leadership as much as their male counterparts. So, the day is not far when males and females will have similar degree of positivity towards female leadership.

Relative analysis among different age group attitudes towards female leaders shows that there is a significant difference evident towards female leadership. The mean attitude of  $\geq 56$  age group is 2.8095 while the mean attitude of 46-55 age groups is 3.1429. So, the 46-55 age groups show relatively significant higher positivity view towards female leadership than the  $\geq 56$  age group. But there is slightly insignificant difference among other age group i.e. below 35 age group, 36-45 age group, 46 – 55 age group with the mean score of 3.0510, 3.0439 and 3.1429 respectively.

Even though, respondents their age group 46-55 have a positive attitude towards female leaders, there is higher standard Deviation ( $x = .51010$ ) dispersion in the response than other ager groups. This dispersion shows that the responses of 46 – 55 age group respondents vary more than the responses of other age group.

Comparative analysis between attitudes of the married respondents and attitudes of the single respondents towards female leaders shows that, there is a minor difference towards female leadership. The mean attitude of the single is 3.0629 whereas the mean attitude of married respondents is 3.0629. So, the single have insignificantly higher positivity view towards female leadership than the married.

Again, the single tend to show a lower Standard Deviation ( $x = .35510$ ) than the married ( $x = .39579$ ). This indicates that the married have higher dispersion in responses than the single. This dispersion shows that the responses of married vary more than the responses of single.

Attitudes level analysis of respondents with different educational background towards female leaders shows that there is a significant difference towards female leadership. The mean attitude of Master degree holder respondents is 3.4206 while the mean attitude of respondents with educational level below diploma is 3.0238. So, the master degree holder respondents have significant higher positivity view towards female leadership than respondents with below diploma educational background. The trend of mean score in the above table shows that when educational level increases the attitude towards female leaders getting better and better.

Master degree holder respondents tend to show a lower Standard Deviation ( $x = .31214$ ) than other respondents with different educational background. This indicates that the master degree holder have low dispersion in responses than the others. This dispersion shows that the responses of other respondents with different educational background vary more than the responses of master degree holder respondents. So, it is presumed that master degree holder have a concentrated approach regarding female leadership.

#### **4.4 Analysis of Descriptive Statistics**

In order to describe the views of subordinates and superior towards female leaders, the first part of this research manly conduct analysis of descriptive statics i.e frequency and percentage of respondents for each items of the questionnaire and the second part manly focus on mean score of each respondents for each items of the questionnaire.

##### **4.4.1 Analysis of mean score**

The subordinates with experience of working with female superiors have expressed their views in response to the close ended 21 questions. On the basis of the descriptive of the data interpretation of the responses have been presented. Here, mean of the responses indicated the concentration of the responses and the tendency of the population response. Standard deviation

explains the inconsistency of the responses and here it describes the strength of the tendency projected in the mean of the responses.

**Table 4:26 Mean Score of favorably worded items**

No	Women as Managers Scales	Mean	Std. Deviation
<b>Descriptive Statistics of subordinates (workers reporting to female leaders)</b>			
1	Men and Women should be given equal opportunity for participation in management training programs.	4.3333	1.00000
2	Women have the capability to acquire the necessary skills to be successful managers.	4.2857	.91840
3	The business community should someday accept women in key managerial positions	4.0370	.91889
4	Society should regard work by female managers as valuable	3.7143	1.05833
5	It is acceptable for women to compete with men for top executive positions	4.0635	.99797
6	The possibility of pregnancy does not make women less desirable employees than men	3.4497	1.26485
7	Women would no more allow their emotions to influence their managerial behavior than world men	3.0265	1.13660
8	Problems associated with menstruation should not make women less desirable than men as employees	3.4815	1.26572
9	To be a successful executive, a woman does not have to sacrifice some of her feminist	3.1429	1.20976
10	Women possess self-confidence required of a good leader	3.7566	1.05388

Source: Survey questionnaire, 2017

As we see from the above table the question number one has highest mean score of agreement level. Therefore the opinions of respondents regarding the idea of “Men and Women should be given equal opportunity for participation in management training programs” have a mean score of 4.3333. This indicate that the score is at higher point in agreement level of the scale and the idea of women equality for participation in management training program given much emphasis.

Similarly the items of the questioner responded favorably for female leaders in a leadership position and have higher mean score of agreement (agreement with raised idea) are Women have the capability to acquire the necessary skills to be successful managers, The business community should someday accept women in key managerial positions and It is acceptable for women to compete with men for top executive positions and with a mean score of 4.2857, 4.0370 and 4.0635 Respectively. Meanwhile, “Women would no more allow their emotions to influence their managerial behavior than world men” is responded unfavorably to female leaders in leadership position with a lowest mean score of 3.0265.

Likewise even though the level of their agreement is different in mean score, the items of the questioners i.e. Society should regard work by female managers as valuable, The possibility of pregnancy does not make women less desirable employees than men, Problems associated with menstruation should not make women less desirable than men as employees, To be a successful executive, a women do not have to sacrifice some of her feminist and Women possess self-confidence required of a good leader are unfavorably responded by the respondents with the mean score of 3.7143, 3.4497, 3.4815, 3.1429 and 3.7566 respectively.



**Table 4:27 Mean Score of unfavorably worded items**

No	Women as Managers Scales	Mean	Std. Deviation
<b>Descriptive Statistics of subordinates (workers reporting to female leaders)</b>			
1	It is less desirable for women than for men to have a job that requires responsibility	2.1905	1.17406
2	Women have the objectivity require evaluating Business situations properly.	4.0000	.87519
3	Challenging work is more important to men that it is to women	2.3069	1.28866
4	On the average, women managers are less capable of contributing to an organizations overall goals than are men.	2.0265	1.10335
5	It is not acceptable for women to assume leadership role as often as men	2.1217	1.20328
6	On the average, a woman who stay-at-home all the time with her children is a better mother than a woman who works outside the home at least half time	2.8307	1.31396
7	Women are less capable of learning mathematical and mechanical skills than are men	2.0000	1.10126
8	Women are not ambitious enough to be successful in the working world	2.1693	1.12179
9	Women cannot be assertive in business situations that demand it	2.3439	1.10763
10	Women are not competitive enough to be successful in the working world	2.0688	1.17171
11	Women cannot be aggressive in the business situations that demand it	2.7460	1.26703

Source: Survey questionnaire, 2017

The above eleven unfavorably worded items are reverse scored because disagreement with a negative item would indicate a favorable response. For favorable worded items the average of each score is analyzed, with high scores, 4 to 5, indicating favorable attitudes towards women as managers and low scores, less than 4, indicating less positive attitudes however, for unfavorably worded items the average of each score is analyzed with low scores 1 to 2, indicating favorable attitude towards female as a managers and higher scores greater than 2 indicating less positive attitude.

Accordingly from the above table question number seven has lowest mean score of disagreement level and reverse score is applied so that, a negative item would indicate a strong favorable response. Therefore, the mean score of item “Women are less capable of learning mathematical and mechanical skills than are men” is 2.0000 indicating that women are capable of learning mathematical and mechanical skills as men.

However, most of the items in the above table have a mean score greater than 2 and less than 3 indicating that respondents less favorably responded except item number 2 i.e. “Women have the objectivity require evaluating business situations properly” has mean score of 4.0000 indicating that respondents agree with unfavorably worded items that women have not the objectivity required to evaluate business situations properly as men.

**Table 4:28. Aggregated Attitude of Subordinates towards female leaders**

Attitude	Subordinates	N	Mean	Std. Deviation
		198	3.052157	0.838257

Source: Survey questionnaire, 2017

Ethiopian Shipping and Logistics Service Enterprise subordinates have a neutral attitude towards women participation in leadership role ( $x = 3.052157$ ). But, they have dispersed responses towards female leadership ( $x = .838257$ ). This dispersion in the responses can be caused due to women leadership’s being an emerging phenomenon in a developing country like Ethiopia. But, the fact that subordinates having an overall neutral but dispersed attitude is an indicator of future possibility that the acceptance level can be improved. Proper and regular participation of females in leadership roles can develop a new path towards encouraging female leadership.

#### 4.5 Analysis of Data Collected by Interview

This analysis is conducted to answer research questions 2, 3 and 4 of the study i.e. basic reasons superiors and subordinates undermine women leaders, the major problems that women face at a managerial position and the major problems that hinder women leaders to exercise their responsibilities. To collect the necessary data with regard to the above mentioned questions interview was conducted for superiors of female leaders and female leaders in a leadership position.

Totally 9 superiors of female leaders were interviewed with the aforementioned three research questions and the analysis presented as follow. Regarding the question raised for superiors about basic reasons superiors undermine women leaders, most of the respondents (75%), believe that female leaders are undermined with several reasons. Based on the data collected from superiors the reason that female leaders undermined include female leaders are not committed enough to handle the managerial responsibility as men do, at the results of their busyness with family and

social affairs, secondly female leaders do not have confidence to make a decision on top urgent and complex scenario, women are not forceful in managerial position that demand it and they are not aggressive in a business situation of the enterprise.

On the other hand a total of 13 female leaders at a leadership position were interviewed regarding the major problems that women face at a managerial position and the major problems that hinder women leaders to exercise their responsibilities. Their response is analysis as follow. Based on the data collected from female leaders via interview about the major problems that women face at a managerial position and the major problems that hinder women leaders to exercise their responsibilities includes subordinates disrespect and disobeyed their instruction in a day to day business of the enterprise, superiors do not have a confidence to make a decision based on information came from female leaders, superiors do not treat them as men leaders, female leaders have more responsibility to handle family and social affairs than men at the result they don't have enough time to exercise their responsibilities at a managerial position as men, naturally as female leaders are go through pregnancy that make them less desirable leader than men, during in a menstruation period, naturally female leaders feel a sense of sick and abnormality at the result they can't handle their job as usual.

Based on the above analysis it can be concluded that the problems that female leaders face at managerial position hinders them to exercise their responsibility successfully.

#### **4.6 Triangulation of Descriptive Statistics Analysis**

The analysis conducted by use of percentage and frequency for both favorably and unfavorably worded items indicating mostly favorable response to female leaders at managerial position. Nevertheless, frequency and percentage only indicates the majority of respondents who provide their opinion favorably about the subject matter under the study. Both measurement tools have a limitation of ignoring the response of respondents who provide their opinion less favorably and unfavorably about the subject matter under the study. Based on this fact the summary of the findings obtained from both measurement tools indicating that the view of subordinate towards female leaders in leadership position is favorable. Therefore it is better to take in to account the finding of a mean score of respondents, which consider opinion of respondents i.e. unfavorable less favorable and favorable responses and come up with an average opinion of respondents towards the subject matter under the study.

Based on the mean score analysis conducted independently for 10 favorably worded items, the average result mean score 3.7291 indicate that subordinates have less favorable view towards female in leadership position. With respect to 11 unfavorably worded items, the average result mean score conducted independently 2.44 indicates that subordinates have less favorable view towards female leaders. On aggregate Ethiopian Shipping and Logistics Service Enterprise subordinates have a neutral attitude towards women participation in leadership role ( $x = 3.052157$ ). But, they have dispersed responses towards female leadership ( $x = .838257$ ). This dispersion in the responses can be caused due to women leadership's being an emerging phenomenon in a developing country like Ethiopia.

From these analyses it can be concluded that subordinates who are under the supervision of female leaders have unfavorable attitude towards female leaders in leadership position of Ethiopian shipping and Logistics Service Enterprise. Therefore research question one is answered. And this conclusion is validated while the researcher is conducted an interview with superiors of female leaders at a managerial position.

## CHAPTER FIVE

### SUMMARY OF MAJOR FINDING CONCLUSION AND RECOMMENDATION

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

#### 5.1 Summary of Findings

The demographic profiles of the respondents were analyzed and indicated that Ethiopian shipping and logistics services enterprise have well educated staffs and managers. 73% of them are first degree holders and above. Based on gender, 59.38% of respondents were male. The remaining 40.7% were female. This indicates that the numbers of female subordinates in the company under the supervision of female leaders are low in number compared to male subordinates.

The majority of the respondents (about 67.7%) are categorized as the younger group of workers (i.e. below the age of 35). 27% of the respondents are between the age of 35 and 45. The rest 4.8% and 0.5% are between the age of 45 - 55 and above 55 respectively. As mentioned above the majority of the respondents (about 67.7%) are young this indicate that young subordinates have tendency to disrespect and violet female leaders order.

According to the marital status, majority of the respondents (57.7%) are single and 42.3% of the respondents are married. This indicates that single respondents (57.7) might have a problem in relationship and communication with female leaders.

From the analysis of questions i.e. It is less desirable for women than for men to have a job that requires responsibility, Most of the respondents, with a level of frequency 124 (strongly disagree 70 + disagree 54) and accounted for 65.6 percent disagreed with the idea. This indicates that respondents express their agreement with the idea that women can handle a job that requires responsibility. Regarding the item “women have the objectivity require evaluating business situations properly” most of the respondents accounted for 150.

For the question Challenging work is more important to men than it is to women, 65.6 percent of the respondents disagree with the idea of challenging work being more important to men than it is to women. This indicates that women can handle managerial challenging works the same as men. In the same way the analysis of for the remaining eight items in the questioner listed in the above table and unfavorably worded for female leaders in leadership position, as we can see, most of the respondents expressing their disagreement with raised ideas. This indicate that female leaders comparatively capable, contributing overall organizational goals, assuming leadership role, capable of learning, successful, assertive, competitive and aggressive in the business situation as men.

For favorably worded items of the questioner regarding attitude towards female leader's analysis is discussed For the question raised for respondents i.e. Men and Women should be given equal opportunity for participation in management training programs, Most of the respondents, with a level of frequency 164 (strongly agree 109 + agree 54) and accounted for 86.3 percent agreed with the idea. Regarding the item "Women have the capability to acquire the necessary skills to be successful managers most of the respondents agreed with idea and accounted for 147.

In addition, for the question "The business community should someday accept women in key managerial positions", 77.8 percent of the respondents agree with the idea raised by the item. Similarly, the remaining favorably worded items of the questioner the majority of respondents supporting the idea in favor of female leaders in leadership position.

From the mean analysis of demographic data the mean attitude of the females is 3.0799 whereas the mean of the attitude of the female is 3.0118. So, the male show insignificantly higher positivity view towards female leadership than the female. But the dispersion shows that the responses of females vary more than the responses of males. So, it is presumed that males have a concentrated approach regarding female leadership.

Respondents their age group 46-55 have a positive attitude towards female leaders, there is higher standard Deviation ( $x = .51010$ ) dispersion in the response than other ager groups. This dispersion shows that the responses of 46 – 55 age group respondents vary more than the responses of other age group.

In addition the single tend to show a lower Standard Deviation ( $x = .35510$ ) than the married ( $x = .39579$ ). This indicates that the married have higher dispersion in responses than the single. This dispersion shows that the responses of married vary more than the responses of single. The trend of mean score in the above data shows that when educational level increases the attitude towards female leaders getting better and better.

Based on the mean score analysis conducted for 10 favorably worded items, the average result mean score 3.7291 indicate that subordinates have unfavorable view towards female in leadership position. With respect to 11 unfavorably worded items, the average result mean score 2.44 indicates that subordinates have less favorable view towards female leaders.

From these analyses it can be concluded that subordinates who are under the supervision of female leaders have unfavorable attitude towards female leaders in leadership position of Ethiopian shipping and Logistics Service Enterprise

## **5.2 Conclusions**

The roles of females have an inevitable contribution for a diversified development of the country. They can contribute with their care for the family and society, generating ideas, money, and effort; undertaking responsibilities on their areas of business and involve in leadership positions regardless of their gender. The issue of female's equality is not limited to our country Ethiopia; but is also the concern of Africa, and the World as well. The studies made about female leaders in various countries also indicate the worldwide existence of the female's equality issue, and this issue is given a serious attention in many countries of the world.

Regardless of the efforts being taken by the government and the organizations to support female, the desired result is not yet achieved. In the case of Ethiopian Shipping and Logistics Service Enterprise, the number of females in leadership positions is still very few and even the attitude towards the existing female leaders in a leaders position is unfavorable. As it was discussed in the analysis part of the paper, the reason for not achieving the desired result could be the long rooted stereotypical attitude of the superiors and subordinates towards female leaders. This

attitude is considered as a barrier for women to assume higher level positions in the enterprise and failed to be successful at a leadership position.

This study was mainly aimed at studying attitude of superiors and subordinates towards female leader at leadership position in Ethiopian Shipping and Logistics Service Enterprise context, in order to identify the attitude level of workers towards female leaders the study also had distributed questioners and conduct interview to the concerned bodies of the enterprise. The following results were found:

The attitude level of superiors towards female leaders is not favorable. This unfavorable result is an implication that the superiors hold an attitude that considers female leaders as a less confident, competent, irresponsible and unable to make decision for the managerial position than the males.

The attitude level of subordinates towards female leaders is not favorable. This unfavorable result is an implication that the subordinates hold an attitude that considers female leaders as a less qualified, emotional less confidential, and biased for the managerial position than the males.

Failure to be committed to handle the managerial responsibility, confidence to make a decision on top urgent and complex scenario, be forceful in managerial position that demand it, being aggressive in a business situation of the enterprise, are the reasons superiors undermine women leaders subordinates disrespect and disobeyed for their instruction in a day to day business of the enterprise, lost confidence by superiors to make a decision based on information came from female leaders, mistreat by superiors, deficiency of enough time to exercise their responsibilities at a managerial position as men, pregnancy related issues, the impact of menstruation are the major problems that women face at a managerial position and hinder women leaders to exercise their responsibilities as men.

Constructed on Analysis of Data Collected by Interview, most of the respondents (75%), believe that female leaders are undermined with several reasons. Based on the data collected from superiors the reason that female leaders undermined include female leaders are not committed enough to handle the managerial responsibility as men do, at the results of their busyness with

family and social affairs, secondly female leaders do not have confidence to make a decision on top urgent and complex scenario, women are not forceful in managerial position that demand it and they are not aggressive in a business situation of the enterprise.



The data collected from female leaders via interview about the major problems that women face at a managerial position and the major problems that hinder women leaders to exercise their responsibilities includes subordinates disrespect and disobeyed their instruction in a day to day business of the enterprise, superiors do not have a confidence to make a decision based on information came from female leaders, superiors do not treat them as men leaders, female leaders have more responsibility to handle family and social affairs than men at the result they don't have enough time to exercise their responsibilities at a managerial position as men, naturally as female leaders are go through pregnancy that make them less desirable leader than men, during in a menstruation period, naturally female leaders feel a sense of sick and abnormality at the result they can't handle their job as usual.

### **5.3 Recommendations**

The recommendation is directed towards to Ethiopian Shipping and Logistics Service Enterprise superiors and subordinates; it also tries to address the female group, and the management of the enterprise as a whole. Therefore to change the attitude of superiors (the manager of female leaders), subordinates and the management as a whole the following recommendations are forwarded.

- ❖ Special training should be provided to female to change the attitude of females as less qualified for managerial responsibilities than the males" starts from the changed attitude of the females themselves.
- ❖ By creating awareness, the workers tend to believe in what they are seeing, instead of what they have always been told about females. Once the attitude of the workers is changed, so would the attitude of the enterprise as a whole.
- ❖ There should also be an encouragement program to participate female in any business aspect of the enterprise.
- ❖ The superiors and subordinates should accept females in managerial positions. Assuming managerial responsibility is not a matter of gender, it is a matter of qualification. An equally qualified female for managerial positions as the male should be equally accepted by the workers in the position.
- ❖ Different encouragement programs for female leaders should be designed and conducted to boost female leader confidence in managerial positions.

- ❖ Affirmative Action should be considered to give them a better opportunity to compete for promotion of managerial positions.
- ❖ An effective training on leadership and management program should be designed and continually provided to female leaders to make them competent and qualified enough for managerial position.

#### **5.4 Limitations and Direction for Future Study**

This study tried to assess attitude of superiors and subordinates towards female leaders in case of Ethiopian shipping and logistics services enterprise. The following limitations of the study are forwarded for future and further studies:

- ❖ The perspective of study is limited only to the superiors of female managers and subordinates, who are under the supervision of female manager's point of view and however different findings can be found if a study is conducted from the other workers and superior's point of view.
- ❖ Probably, the attitude towards female leaders can be assessed better by taking in to account more companies together.

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# ANNEX

## St. Marry University

### Business Administration Graduate Program

#### Questionnaire

Dear Respondents,

This questionnaire is designed to conduct the study on the **Workers Attitude towards Female Leaders** in Ethiopian Shipping and Logistics Services Enterprise context for the partial fulfillment of the requirement of Master's Program in Business Administration. Therefore, I would be gratefully if you could support me in filling this questionnaire completely. Your response is very essential for the accomplishment of this study successfully. I want to assure you at this point that your response will be kept confidential and the output is used for academic purpose.

#### Part I: Respondent's Personal Information

Please put 'X' responses.

1. Gender:	Male	<input type="checkbox"/>	Female	<input type="checkbox"/>
2. Age:	_____	<input type="checkbox"/>		
3. Marital Status:	Married	<input type="checkbox"/>	Single	<input type="checkbox"/>
			Other	_____
4. Education Level:	Below Diploma Degree		<input type="checkbox"/>	
	Diploma Degree		<input type="checkbox"/>	
	BA/BSc. Degree		<input type="checkbox"/>	
	Master's Degree		<input type="checkbox"/>	
	Above Master's Degree		<input type="checkbox"/>	
5. Job Position:	_____			



## Part II Women as Managers Scales (WAMS)

Please encircle number (1) if you are strongly disagree, (2) disagree, (3) neutral, (4) agree, (5) strongly agree based on your level of agreement/ disagreement in the following statements in the context of Ethiopian Shipping and Logistics Services Enterprise.

No	Women as Managers Scales	Level of Agreement				
		Strongly Disagree	disagree	Neutral	Agree	Strongly Agree
1	Men and Women should be given equal opportunity for participation in management training programs.	1		3	4	5
2	Women have the capability to acquire the necessary skills to be successful managers.	1		3	4	5
3	The business community should someday accept women in key managerial positions	1		3	4	5
4	Society should regard work by female managers as valuable	1		3	4	5
5	It is acceptable for women to compete with men for top executive positions	1		3	4	5
6	The possibility of pregnancy does not make women less desirable employees than men	1		3	4	5
7	Women would no more allow their emotions to influence their managerial behavior than world men	1		3	4	5
8	Problems associated with menstruation should not make women less desirable than men as employees	1		3	4	5
9	To be a successful executive, a woman does not have to sacrifice some of her feminist	1		3	4	5
10	Women possess self-confidence required of a good leader	1		3	4	5
11	It is less desirable for women than for men to have a job that requires responsibility	1		3	4	5
12	Women have the objectivity require evaluating business situations properly.	1		3	4	5
13	Challenging work is more important to men that it is to women	1		3	4	5
14	On the average, women managers are less capable of contributing to an organization's overall goals than are men.	1		3	4	5
15	It is not acceptable for women to assume leadership role as often as men	1		3	4	5
16	On the average, a woman who stay-at-home all the time with her children is a better mother than a woman who works outside the home at least half time	1		3	4	5

No	Women as Managers Scales	Level of Agreement				
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
17	Women are less capable of learning mathematical and mechanical skills than are men	1	2	3	4	5
18	Women are not ambitious enough to be successful in the working world	1	2	3	4	5
19	Women cannot be assertive in business situations that demand it	1	2	3	4	5
20	Women are not competitive enough to be successful in the working world	1	2	3	4	5
21	Women cannot be aggressive in the business situations that demand it	1	2	3	4	5

*I thank you for completing the questionnaire!  
Sincerely, Ayal Beyene*

### Part III Interview Questions for superior and Female Leaders

1. Do you agree women are less desirable than men by their responsibility? If your answer is Yes/ No explain it
2. What type of challenge you observe women leaders face?
3. Did you believe that men and women should be given equal opportunity for participation in management training program? If your answer is Yes/No explain please the reason?
4. What are the necessary skills that make women leaders successful in their position?
5. What are the reason women not acceptable leadership roles as often as men?
6. Is that acceptable for women to compete with men for top executive position. If your answer is Yes/No explain it?
7. What are the major problems that you face when exercise your responsibilities?
8. By your opinion, what type of skills do female manager need to a good leader?
9. Describe in what way women are not competitive in the working world?
10. in your opinion, what kind s of personality women leaders reflect to subordinate work?