

## **CHAPTER FOUR**

### **RESULTS**

The previous chapter explained the methodology of the research. This chapter reports the results of the survey, which is divided into seven parts: (1) personal information of respondents, (2) the respondents' attitudes toward management styles of female managers, (3) attitudes toward personality and leadership of female managers, (4) attitudes toward knowledge and skill of female managers, (5) attitudes toward fairness of female managers, (6) attitudes toward human relations style of female managers, and (7) comments from open-ended questions.

#### **4.1 PERSONAL INFORMATION OF RESPONDENTS**

The first part of the questionnaire sought the demographic data concerning age, gender, educational background and years of work experience with female managers. All information was displayed in the form of frequency and percentage of the respondents as follows:

**Age:** The respondents were 31-40 years old (41.7%), followed by 41-50 years old (29.2%), 20-30 years old (28.1%) and 51 years up (1.0%).

**Gender:** Most of the respondents were female (77.1%) and the rest were male (22.9%).

**Educational background:** The respondents held a bachelor's degree (59.4%), followed by master's degree or higher (21.9%), diploma or equivalent (11.5%) and high school/vocational (7.3%).

**Work experience with female managers:** About 32.3% of the respondents had more than 4 years work experience with female manager, followed by 1-2 years (22.9%), 3-4 years (22.9%) and below 1 year (21.9%) (see Table 2).

**Table 2. Demographic Information**

<b>Demographic</b>	<b>Frequency</b>	<b>Percentage</b>
<b>Age</b>		
20 - 30 years old	27	28.1
31 - 40 years old	40	41.7
41 - 50 years old	28	29.2
51 years up	1	1.0
<b>Total</b>	<b>96</b>	<b>100.0</b>
<b>Gender</b>		
Male	22	22.9
Female	74	77.1
<b>Total</b>	<b>96</b>	<b>100.0</b>
<b>Educational Background</b>		
High school / Vocational	7	7.3
Diploma or equivalence	11	11.5
Bachelor Degree	57	59.4
Master Degree or higher	21	21.9
<b>Total</b>	<b>96</b>	<b>100.0</b>
<b>Work Experience</b>		
below 1 year	21	21.9
1 - 2 years	22	22.9
3 - 4 years	22	22.9
More than 4 years	31	32.3
<b>Total</b>	<b>96</b>	<b>100.0</b>

#### **4.2 THE RESPONDENTS' ATTITUDES TOWARD MANAGEMENT STYLE OF FEMALE MANAGERS**

The second part searched for the respondents' attitudes toward the management style of female managers. All information was measured in terms of personality and leadership style, knowledge and skill, leader's fairness and human

relations components. Closed-ended questions with the Likert 5-point scale were used to measure the attitudes toward female managers. The findings were shown in the form of frequency distribution, mean and standard deviation.

According to Table 3 below, the respondents had positive attitudes toward the management style of female managers ( $\bar{x}=3.57$ ). The respondents were rather positive about the knowledge and skills of female managers ( $\bar{x}=3.72$ ), followed by the leader's fairness ( $\bar{x}=3.59$ ), human relations ( $\bar{x}=3.56$ ) and personality and leadership style ( $\bar{x}=3.49$ ).

**Table 3. Attitudes toward Management Style of Female Managers**

<b>Attitude</b>	<b>Mean</b>	<b>S.D.</b>	<b>Results</b>
Knowledge and Skill	3.72	0.74	Positive
Leader's Fairness	3.59	0.76	Positive
Human Relations	3.56	0.81	Positive
Personality and Leadership Style	3.49	0.70	Positive
<b>Attitude</b>	<b>3.57</b>	<b>0.69</b>	<b>Positive</b>

(n=96).

#### **4.3 ATTITUDES TOWARD PERSONALITY AND LEADERSHIP STYLE OF FEMALE MANAGERS**

As shown in Table 4, the respondents' overall attitudes toward the personality and leadership style of female managers were positive ( $\bar{x}=3.49$ ). They were more positive towards the managers' commitment to their work ( $\bar{x}=4.01$ ), punctuality ( $\bar{x}=3.77$ ), and acceptance of responsibility in light of failures ( $\bar{x}=3.70$ ). However, they were negative when the female manager directs or threatens her subordinates with punishment in order to get them to achieve the organizational objectives ( $\bar{x}=2.65$ ), so such a negative response was viewed positively.

**Table 4. Attitudes toward Personality and Leadership Style of Female Managers**

Personality and Leadership Style	Attitude (%)					Mean	S.D.	Results
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree			
Your manager is committed to her work.	27 (28.1)	51 (53.1)	12 (12.5)	4 (4.2)	2 (2.1)	4.01	0.88	Positive
Your manager is a punctual person.	13 (13.5)	57 (59.4)	20 (20.8)	3 (3.1)	3 (3.1)	3.77	0.84	Positive
Your manager has high responsibility. When failure occurs she never pushes the responsibility to her subordinates.	15 (15.6)	51 (53.1)	19 (19.8)	8 (8.3)	3 (3.1)	3.70	0.94	Positive
Your manager always supports and protects subordinates on the right basis when problems occur.	10 (10.4)	48 (50.0)	28 (29.2)	5 (5.2)	5 (5.2)	3.55	0.94	Positive
Your manager always encourages you to solve problems.	9 (9.4)	53 (55.2)	19 (19.8)	10 (10.4)	5 (5.2)	3.53	0.98	Positive
Your manager is decisive (fast, prudent, and exact). She always retains the final decision making authority with her department or team.	11 (11.5)	41 (42.7)	30 (31.3)	10 (10.4)	4 (4.2)	3.47	0.97	Positive

*(table continues)*

*Table 4. (continued)*

Personality and Leadership Style	Attitude (%)					Mean	S.D.	Results
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree			
Your manager inspires you to career advancement.	7 (7.3)	49 (51.0)	26 (27.1)	9 (9.4)	5 (5.2)	3.46	0.95	Positive
Your manager closely monitors her subordinates to ensure they are performing correctly.	5 (5.2)	53 (55.2)	22 (22.9)	12 (12.5)	4 (4.2)	3.45	0.93	Positive
Your manager is an optimistic person when problems occur.	9 (9.4)	40 (41.7)	36 (37.5)	5 (5.2)	6 (6.3)	3.43	0.96	Positive
Your manager is a trustworthy person.	8 (8.3)	45 (46.9)	26 (27.1)	13 (13.5)	4 (4.2)	3.42	0.97	Positive
Your manager shares her leadership power with her subordinates and uses leadership power to help them grow.	7 (7.3)	46 (47.9)	29 (30.2)	8 (8.3)	6 (6.3)	3.42	0.97	Positive
Your manager directs or threatens her subordinates with punishment in order to get them to achieve the organizational objectives.	4 (4.2)	17 (17.7)	32 (33.3)	27 (28.1)	16 (16.7)	2.65	1.09	Negative
<b>Overall</b>						<b>3.49</b>	<b>0.70</b>	<b>Positive</b>

(n=96).

#### 4.4 ATTITUDES TOWARD KNOWLEDGE AND SKILLS OF FEMALE MANAGERS

According to Table 5, the respondents' overall attitudes toward the knowledge and skills of female managers were positive ( $\bar{x}=3.72$ ). They were most positive with the knowledge of female managers in the position ( $\bar{x}=4.02$ ), followed by vision for working in the position ( $\bar{x}=3.86$ ), delegates or assigns tasks in order to implement a new procedure or process ( $\bar{x}=3.64$ ). However, they had a less positive attitude with female managers being able to create a strategy to keep a project or process on schedule ( $\bar{x}=3.58$ ).

**Table 5. Attitudes toward Knowledge and Skill of Female Managers**

Knowledge and Skill	Attitude (%)					Mean	S.D.	Results
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree			
Your manager is knowledgeable in the position.	21 (21.9)	59 (61.5)	13 (13.5)	3 (3.1)		4.02	0.70	Positive
Your manager has vision for working in the position.	22 (22.9)	50 (52.1)	16 (16.7)	5 (5.2)	3 (3.1)	3.86	0.94	Positive
Your manager delegates or assigns tasks in order to implement new procedures or processes.	7 (7.3)	57 (59.4)	25 (26.0)	4 (4.2)	3 (3.1)	3.64	0.81	Positive
Your manager has a clear working standard and principles.	8 (8.3)	57 (59.4)	21 (21.9)	7 (7.3)	3 (3.1)	3.63	0.86	Positive

(table continues)

**Table 5. (continued)**

Knowledge and Skill	Attitude (%)					Mean	S.D.	Results
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree			
Your manager is an effective communicator and coordinator with subordinates and others colleagues.	13 (13.5)	50 (52.1)	18 (18.8)	11 (11.5)	4 (4.2)	3.59	1.00	Positive
Your manager is able to create a strategy to keep a project or process on schedule.	10 (10.4)	49 (51.0)	27 (28.1)	7 (7.3)	3 (3.1)	3.58	0.89	Positive
<b>Overall</b>						<b>3.72</b>	<b>0.74</b>	<b>Positive</b>

(n=96).

#### 4.5 ATTITUDES TOWARD FAIRNESS OF FEMALE MANAGERS

As shown in Table 6, most of the respondents felt positively towards the fairness of female managers ( $\bar{x}=3.59$ ). The components which respondents considered the most positively were that female managers allow subordinates to determine what needs to be done and how to do it ( $\bar{x}=3.71$ ), followed by female managers provide an equal opportunity for subordinates to learn their jobs ( $\bar{x}=3.68$ ), female managers give an equal chance for subordinates such as internal and external training ( $\bar{x}=3.66$ ), female managers give subordinates right to determine their own organizational objectives ( $\bar{x}=3.63$ ). However, the respondents felt less positively with female managers treating subordinates equally ( $\bar{x}=3.42$ ).

**Table 6. Attitudes toward Leader's Fairness of Female Managers**

Fairness	Attitude (%)					Mean	S.D.	Results
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree			
Your manager allows subordinates to determine what needs to be done and how to do it.	7 (7.3)	61 (63.5)	22 (22.9)	5 (5.2)	1 (1.0)	3.71	0.72	Positive
Your manager provides an equal opportunity for subordinates to learn their jobs.	12 (12.5)	57 (59.4)	16 (16.7)	6 (6.3)	5 (5.2)	3.68	0.96	Positive
Your manager gives an equal chance for subordinates such as internal and external training.	13 (13.5)	49 (51.0)	23 (24.0)	10 (10.4)	1 (1.0)	3.66	0.88	Positive
Your manager gives subordinates right to determine their own organizational objectives.	6 (6.3)	60 (62.5)	20 (20.8)	8 (8.3)	2 (2.1)	3.63	0.81	Positive
You manger can assign and delegate work based on individual competence.	5 (5.2)	58 (60.4)	20 (20.8)	8 (8.3)	5 (5.2)	3.52	0.92	Positive

*(table continues)*

**Table 6. (continued)**

Fairness	Attitude (%)					Mean	S.D.	Results
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree			
Your manger uses performance evaluation as criteria for job movement and promotion.	8 (8.3)	49 (51.0)	29 (30.2)	5 (5.2)	5 (5.2)	3.52	0.92	Positive
Your manager treats subordinates equally.	7 (7.3)	51 (53.1)	21 (21.9)	9 (9.4)	8 (8.3)	3.42	1.04	Positive
<b>Overall</b>		<b>3.59</b>	<b>0.76</b>	<b>Positive</b>		<b>3.59</b>	<b>0.76</b>	<b>Positive</b>

(n=96).

#### 4.6 ATTITUDES TOWARD HUMAN RELATIONS OF FEMALE MANAGERS

According to Table 7, the overall attitude towards the human relations of female managers was positive (3.56). The components of the human relations, which were viewed more positively were female mangers encourage staff to participate in the company's activities ( $\bar{x}=3.86$ ), followed by female managers socialize with subordinates and other colleagues to keep and maintain a good relationship ( $\bar{x}=3.57$ ), females managers ask for subordinates' ideas and input on upcoming plans and projects ( $\bar{x}=3.51$ ), female managers get along well with all subordinates ( $\bar{x}=3.49$ ). However, they were less positive with the manger being well liked and respected in the organization ( $\bar{x}=3.36$ ).

**Table 7. Attitudes toward Human Relations of Female Managers**

Human Relations	Attitude (%)					Mean	S.D.	Results
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree			
Your manager encourages staff to participate in the company's activities.	15 (15.6)	59 (61.5)	18 (18.8)	2 (2.1)	2 (2.1)	3.86	0.78	Positive
Your manager socializes with subordinates and other colleagues to keep and maintain a good relationship.	11 (11.5)	54 (56.3)	15 (15.6)	11 (11.5)	5 (5.2)	3.57	1.01	Positive
Your manager asks for subordinates' ideas and input on upcoming plans and projects.	9 (9.4)	47 (49.0)	27 (28.1)	10 (10.4)	3 (3.1)	3.51	0.92	Positive
Your manager gets along well with all subordinates.	13 (13.5)	42 (43.8)	25 (26.0)	11 (11.5)	5 (5.2)	3.49	1.04	Positive
Your manager is well liked and respected in the organization	9 (9.4)	39 (40.6)	32 (33.3)	10 (10.4)	6 (6.3)	3.36	1.01	Positive
<b>Overall</b>						<b>3.56</b>	<b>0.81</b>	<b>Positive</b>

(n=96).

#### 4.7 COMMENTS FROM OPEN-ENDED QUESTIONS

In this part, the respondents were asked to give some additional opinions and comments regarding the best qualifications and personality that were found in female

managers and the management style that female managers in the organization need to improve. The responses were grouped and ranked based on the frequency of the answers. Below are the summaries of the opinions obtained:

#### 4.7.1 The Best Qualifications and Personalities of Female Managers

The respondents agreed that the best qualifications and personalities that were found in female managers were fairness and honesty (15.63%), followed by their caring and understanding of employees' feelings (11.46%), and their thoroughness and good relations at a little more than 8.33% was equal to their good morals and broad-mindedness. The other respondents said that the best qualifications of female managers were having high responsibility, being a good communicator or negotiator, and having high competence and reasonableness at 7.29%, equally. The rest of the respondents viewed that female managers were good leaders (6.25%), good decision makers (5.21%), and hard-working, or enthusiastic and good planners (4.17%). Nevertheless, about 7.29% of the respondents had no comments regarding the best qualification and personality of female managers (see Table 8).

**Table 8. The Best Qualifications and Personalities of Female Managers**

<b>Qualification and Personality</b>	<b>Frequency</b>	<b>Percentage</b>
Fairness and Honesty	15	15.63
Caring and Understanding employees' feelings	11	11.46
Thoroughness and good relations	8	8.33
Good morals and broad-mindedness	8	8.33
High responsibility	7	7.29
Good communicator and negotiator	7	7.29
High competency	7	7.29
Reasonable	7	7.29
Good leader	6	6.25
Good decision maker	5	5.21

*(table continues)*

**Table 8. (continued)**

<b>Qualification and Personality</b>	<b>Frequency</b>	<b>Percentage</b>
Hard-working and enthusiastic	4	4.17
Good planner and problem solver	4	4.17
No Comments	7	7.29
<b>Total</b>	<b>96</b>	<b>100.0</b>

#### **4.7.2 Management Style Needs Improving**

The findings below demonstrate that to be more effective, 14.58% of the respondents said that female managers must have more communication and good relations with subordinates. The respondents would like their female managers to be fairer (12.50%) and have a better understanding of employees' roles (10.42%). Some respondents perceived that female managers should be more decisive, followed by more reliable and more optimistic or generous with the ratings of 9.38%, 8.33% and 7.29%, respectively. The respondents also would like their female managers to be team oriented (6.25%), good listeners (5.21%) and less emotional (4.17%). Other respondents preferred their female managers to be more knowledgeable and cooperative (3.13%). However, the research found that many respondents had no comments in regards to management style of female managers with a rating of 15.63% (see Table 9).

**Table 9. Management Style Needs Improving**

<b>Management Style</b>	<b>Frequency</b>	<b>Percentage</b>
Being more communicative and having better relations	14	14.58
Being fairer	12	12.50
Being more understanding of employees' roles	10	10.42
Being more decisive	9	9.38
Being more reliable	8	8.33

*(table continues)*

*Table 9. (continued)*

<b>Management Style</b>	<b>Frequency</b>	<b>Percentage</b>
Being optimistic and more generous	7	7.29
Team oriented	6	6.25
Being a good listener	5	5.21
Being less emotional	4	4.17
Being more knowledgeable	3	3.13
Being more cooperative	3	3.13
No Comments	15	15.63
<b>Total</b>	<b>96</b>	<b>100.0</b>

The findings of the study will be summarized and discussed in the next chapter.