

## **Attitude Towards Women Leadership In Organizations: A Study On Government Sector Of Bangladesh**

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**Summary:** *This study “Attitude towards Women Leadership in Organization: A Study on Government Sector of Bangladesh” attempted to measure the contemporary perception of the population of Bangladesh, especially in the government offices. The notion that government should patronize the economic culture that will ultimately produce a social believe in the population is the motivation of behind the study. The contribution of women in worldwide economy is huge and the underutilized potentiality of this particular community has recently been noticed and immense research work in different country been undertaken to improve the social dynamics. Leadership has been measured by various different psychological and personal traits. This study picked “management” capability as measure of “leadership” as the study is intended to give insight to the business community.*

*A dynamic research construct served the purpose of the study. A 3 way response is collected from the female manager, the superior to the female manager and the subordinates of the female managers in 13 government offices of Khulna. From this convenient sample, a personal interview of each sample unit has been conducted to get a detailed and honest impression of the respondents. The questionnaire provided for the female managers is qualitative as this study is new in Bangladeshi perspective the open ended discussion is more likely to disclose wide range of relevant factors. The responses of the superior and subordinates have been collected in quantitative terms to produce comparable statistics.*

*The findings of the study project various indications about the concerned issue. Superiors to the female managers have weak positive view about “women leadership” in government organizations. Subordinates also have positive attitude but the responses were not consistent. There is significant difference in response between superiors and subordinates. The responses of subordinates are more scattered in comparison to the superiors. Predominantly, female community has more positive view about women leadership than male one. Female leaders pointed out many social and demographic factors playing role behind the difference and indifference of attitude.*

*Finally, with the objectives achieved, this study concludes with a very organized and specific knowledge of the population behavior about the concerned issue.*

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### **I. Introduction**

The issue of “women empowerment” in the 21<sup>st</sup> century has duly been emphasizing on the critical factor of “women leadership”. Since 20<sup>th</sup> century the western economy and politics has been being exposed to women authority. And the concerning result of the fact that human civilization are struggling to optimize its potential due to social dogma and customs of neglecting women participation in businesses and organization has long been an issue for the national and international policy makers to deal with. The complex social scenario is now reforming to excavate opportunities and eliminate the deficiencies through encouraging women participation in economic activities. As believes are strong conceptual base of human psychology, so is attitude. Even if socio-economic strengthening strategy now relies upon equal contribution, age old social setup might still be in effect to create variation to this neo-phenomenon.

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

Attitude towards women is based upon the general gender role perception of the society. Male dominated economy and social structure often prefer male as perceived leader in critical condition where as “leadership” should be attributed in accordance with the capacity of resource and constraint management along with the existence of some task based performance measurement. So, questions are being asked to validate the general gender role perception theory of the society and in lieu of the achievement of women contribution achieved through leadership in world playground recently, refurbishing the “attitude” has

become important. To treat the disease, the doctor must know what the disease is and what its current development is.

As, world's one of the promising developing economy and being consist of more than half of the population "female"; Bangladesh, in its progressive national propaganda, is trying to incorporate the impact of women participation in broader economic panorama. The fact that the political power of this nation has long been submitted to the two iconic female leaders is actually helping to flourish the issue of mass women participation in business and other economic sectors.

Even if women participation has been in a steep rise of about 14% in the last decade alone, the facts like a) existing social setup regarding family and economic contribution b) family nurturing culture of society and the mental training a child have c) social security in economic terms that provide parents' future supports d) social security in terms of personal safety women have etc. are raising the question about the proper equilibrium of women participation and the probable hindrance towards this objective is believe to be "attitude".

In this context, this study attempted to have a closer look at the existing pretext of this phenomenon in the society in a descriptive manner that has actually unveiled the dynamics of thought process in society and the potentiality of it to expand women participation by proper patronization.

## **1.2 Origin of the Study**

This report has been prepared for fulfilling the requirement of the thesis program. The title of the report is "Attitude towards women leadership in organizations: A study on government sector of Khulna". This project has been assigned by my honorable supervisor, Dr. ATM Jahiruddin (Professor, Business Administration Discipline, Khulna University), to let me be enriched with the insightful knowledge of economic working culture and social status of working women and overall future potentiality of improving the condition for long term. This thesis opportunity is offered by Khulna University for its potential business graduates to get into a deeper concept of a research arena that can certainly be fruitful for the student attending it.

## **1.3 Research Objectives**

### **1.3.1 Primary Objective**

- To investigate the overall social mindset about women leadership in organization.
- To measure the quantitative approach towards women leadership in government sector.

### **1.3.2 Secondary Objective**

- To find the negative factors motivating attitude towards women leadership.
- To identify the positive stimuli existing about women leadership.
- To explore the experience of women in leadership position.
- To measure subordinates' attitude towards women leadership.
- To have an idea about how superior of women leaders' perceive about women leadership.
- To explore women leaders' perception regarding the situation.

## **1.4 Rationale of the Study**

This study measures "leadership" in terms of management that is actually corresponding a broader arena of economy taken in confidence to portray business environment and the respective "attitude" existing in regards of the concerned phenomenon. This study on the government sector where the national culture and policy is deemed to be nurtured is actually a part of the bigger project to analyze overall scenario. Women participation has been being patronized by several government policies in Bangladesh mostly in root level of education and social awareness and some other collective financial support projects. Yet, a proper scope to discuss the impact of the existing policies and the required ones is still unavailable. The extract from this study reflects the aspects that construct the validation of the social norms and the advancement of our national civilization in comparison with global standard. Also, the findings will give directions of status of neo- modern society of classic equal contribution model.

## **1.5 Limitations of the Study**

Instead of maintaining all the possible cautions during planning of study and selection of methods and techniques, the study is not free from limitations.

- The study is focused about investigating existing attitude not the reasons behind them.
- This study is geographically small. Only, Khulna district may not portray the national scenario.
- The sample is selected on basis of convenience. So, unbiased responses might not be represented in total 100%.

- As the study is descriptive in nature it required ample amount of time to make absolute honest response. Respondent, especially the government officials in Bangladesh are actually always in time constraints. So, responses might not reflect 100% accurate opinion.
- Some findings may be related to the perception of respondents which may not be representative to predict complete picture of the factors that motivates female leadership.

## **II. Literature Review**

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).

### **2.1 Attitude**

Attitude is considered as a concept of social psychology. Attitude is a belief about something good or bad. It is a tendency to behave toward the object so as to keep or get rid of it. An attitude can be defined as an enduring organization of motivational, emotional, perceptual, and cognitive processes with respect to some aspect of the individual's world (Krech and Crutchfield, 1948). Social scientists believe attitude as usually measure doesn't always square with actual behavior. Attitude is a hypothetical or latent variable rather than an immediately observable variable (Green, 1953). The concept of attitude does not refer to any one specific act or response of an individual, but it is an abstraction from a large number of related act or responses. For example, a certain individual A has less favorable attitude towards women entrepreneurship than another individual B. This implies that A's words and deeds are consistently less favorable to women entrepreneurship than B's words and deeds. Thus we can relate attitude with human behaviors. The more positive attitude one has, the more positive human behavior will be seen in case of a specific topic. Attitude is the mediator between stimuli and responses. Attitude can be defined as a mental and neural state of readiness, organized through experience, exerting a directive or dynamic influence upon the individual's response to all objects and situations with which it is related (Allport, 1935). Campbell emphasized attitude as a response co-variation in response to a set of social objects (Campbell, 1958). Attitude can be termed as the predisposition of an individual to evaluate some symbol or object or aspect of his world in a favorable or unfavorable manner (D. Kartz, 1960). Another research suggests that attitudes may not be closely related with behavior in all the cases but in some particular conditions which is narrow.

#### **2.1.1. Attitude Formation**

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 (Kelmen, 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.

#### **2.1.2 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

## **2.2 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 has 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 Lincoln, 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).

### **2.2.1 Women Leadership**

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).

### **2.2.2 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 exists 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.

Pervasive effects of gender roles are consistent with social role theory (Eagly, 1987; Eagly et al., 2000) and social-cognitive research (S. T. Fiske, 1998). Sex is not only the attribute which provides strong basis for categorizing people, considering the race, age and occupation, (A. P. Fiske, Haslam, & Fiske, 1991; Stangor, Lynch, Duan, & Glass, 1992; van Knippenberg, van Twuyver, & Pepels, 1994), but also men and women stereotyping is conducted automatically (Banaji & Hardin, 1996; Banaji, Hardin, & Rothman, 1993; Blair & Banaji, 1996).

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 anyway 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.

### **2.3 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 into 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-

- ✓ 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 indicator which is inadequate (Facts on WOMEN AT WORK).

- a) Glass Ceiling: The concept of equality in top management positions between men and women. Women lie under huge gap.
- b) Sticky Floor: It represents that women are underpaid in equivalent organizational position compared to men (Gatrell and Cooper 2007).
- c) 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.

#### **2.3.1. Context of Bangladesh**

As Bangladesh turns 40, improvements in women's wellbeing and increased agency are claimed to be some of the most significant gains in the post-independence era. Various economic and social development indicators show that in the last 20 years, Bangladesh, a poor, Muslim-majority country in the classic patriarchal belt, has made substantial progress in increasing women's access to education and healthcare (including increasing life-expectancy), and in improving women's participation in the labor force (Nazneen et. al, 2011).

##### **2.3.1.1. Education**

Research suggests that education enables people to act against violence. In Bangladesh, education level of women is increasing. A study shows that in primary education girl to boy ratio is 103 to 100 that

outnumber the boys (MICS, 2009). Educated girls are more concerned about their marriage and child marriage is lessening through improvement of education. But it decreases when it comes for secondary education. 57 percent of the girls are engaged in secondary education where as 43 percent of the boys are getting into it (MICS, 2009). Moreover in tertiary education it becomes 3 girls out of 10 boys. A study of Bangladesh Bureau of Statistics shows 63 per cent of men aged over 15 are literate, compared with 55 per cent of women (BBS, 2008).

### **2.3.1.2. Women in organizations in Bangladesh**

Researchers argue that women employment in South Asia is lower than any other regions over the globe except Middle East. Bangladesh is at the lower possible end in the economic sector but the country seems inexplicable, as the catalyst of women employment and female secondary education had impressive performance in recent years. Women employment growth is sharply increasing the female labor force increasing one and a half times of working women than previous decades engaging more women in the education with the associating program of educating female by the government (Farouk, 2005). Though rates are as low as 26 percent of working men's population, growth rate is very appreciating. More women employment growth in health and communication service sector is a significant factor for working women. Higher education and micro credit had direct and indirect impact on employment in Bangladesh for women. In current organizational context, occupational sex segregation is a likely deterrent to moving across jobs for women in Bangladesh. Moreover studies show that women earn 60 to 65 percent of wages men earns in Bangladesh. Though rates are increasing but those are not in the leadership positions in the organization. There is less employment for women in top management jobs still in Bangladesh (F Shilpi 2005).

## **2.4 Previous Studies**

Leadership requires one to be an advocate for a profession, a cause, or a task (J. D. West et al., 2003). In the same way, Borders and Shoffner (2003) defined leaders as individuals who are change agents, social activists, and catalysts in their disciplines. J. D. West, Osborn, and Bubenzer (2003) suggested three leadership dimensions: context, vision, and action. Context involves exploration of the population or task, vision reflects work to achieve an intended goal, and action moves people and process toward change and improvement. Leadership in past studies has been attributed to two things: intrinsic traits (perceived or real) and situation. Most importantly, leadership is at the very least, found in the eye of the follower (Chemers, 2000).

Powell (1990) reviews literature on gender differences in managerial behavior and concludes that there are no differences in task-oriented behavior, people-oriented behavior, and subordinates' responses to actual managers. Eagly and Johnson (1990) report that males and females are rated as equally effective by their subordinates.

Adeyemi-Bello and Tomkiewicz's (1996) study that was done in the United States indicates that males and females see successful managers as possessing characteristics that are generally ascribed more to men than women. 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 results indicated that samples consistently reported more favorable attitudes towards women than men where 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 M., Gupta A.K. and Koshal,R (1998), (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 (Liu et. al, 2001).

Social and employment trends indicate that increasing number of women are rejecting traditional views of appropriate sex-role behavior and are seeking full-time employment in previously masculine dominated occupations. However, in positions of authority and responsibility within the organization, the integration of women has achieved limited success (Terborg, Peters, Ilgen and Smith, 1977).

A great deal of attention has been focused on the problems encountered by women in their efforts to gain access to traditionally male dominated occupations. A number of studies have dealt with the problems of women in managerial positions (Garland and Price, 1977; Rose and Andiappan, 1978; Rosen and Jerdee,

1974b; Terborg, 1977; Terborg and Ilgen, 1975; Terborg, Peters, Ilgen and Smith, 1977). A study by Bowen, Wu, Hwang and Scherer, 2007 was done in order to empirically compare attitudes toward women as managers among students and workers in China. The study showed women have a much more positive, liberal and egalitarian attitude toward women as managers than men. Studies have shown that men have more negative attitude towards women than women. Terborg (1977) notes that, although there is evidence to support the notion that stereotyping is a major hindrance that women face while trying to reach the managerial levels, other factors such as women's self-concepts also must be considered. And as large number of MBA students are expected to enter business organizations as managers, women executives may expect to continue to suffer from discrimination and stereotyping (Dubno, 1985).

The construct attitude towards women as managers measures an individual's outlook or attitude towards women as being seen as a manager. The attitude can be positive which implies an individual's acceptance towards women as managers or it can be negative implying the individual is not too keen to see women in managerial position. Attitudes are powerful influences on the behavior of people at work (Herbert and Yost, 1978b). Because attitudes are pervasive and have powerful influences on behavior, it is important to consider their role in the treatment—both by men and by other women—of women in managerial positions. A supervisor's attitudes about the ability and capability of a woman to carry out managerial responsibilities will have an influence on the way he or she judges a performance or grants or withholds opportunities for growth. This aspect is necessary to understand if we want to achieve equity in the way women are trained and developed for managerial positions or are assigned to supervisors who will encourage them and serve as mentors (Herbert and Yost, 1978b).

Women as managers are perceived differently by individuals according to their gender. 'Women are usually considered to be having "feminine" characteristics and are considered emotional, intuitive, dependent and unambitious' (Bowman, et al., 1965; Dipboye, 1978; Larwood and Wood, 1977; Schein, 1973), as opposed to men who are considered to be competitive, firm, aggressive and rational which are the personality requirements for a managerial role (Gulhati, 1990). The existence of a perception that managerial role requires male characteristics has negative consequences for women attempting to enter into management careers or seeking advancement in their careers (Bennis, 1970; Terborg, 1977). In a survey conducted among Turkish undergraduate students, it was found that male participants held less positive attitude towards women managers than did female participants (Ongen, 2006). It was observed that the attitude of men became less liberal as compared to women in the period 1972 to 1976, in different parts of the world. Further in the period 1976 to 1980, the men became more liberal as compared to women; women were more conservative in that period. In general, men have usually lagged behind women in their perception of women as managers (Ongen, 2006) and women have more positive attitude towards women as managers as compared to men (Bluedorn, 1993). In another study conducted to measure the job involvement, self-esteem and attitudes of women as managers, it was observed that female participants had less stereotyped attitude towards women in management than their male counterparts (Cortis and Cassar, 2005).

## **2.5 Problem Statement**

Previous researches about women in organizations reveal that there exists the gap in perception of men and women, being in the top management. An enriched library of researches to discuss attitude towards women leadership has been established through decades of study in many developed and developing economy. Those research extract have been proven resourceful to generate insight for initiation of moral reconstruction of society by different community and national projects for women empowerment. As a new nation and slightly backdated culture, Bangladesh has not yet any kind of useful literature on this particular concern. Specially, in government sector where policies take birth for betterment for entire nation, it is a high priority to have clear concept current condition to enhance the effectiveness of the future policy. In this context, this research has a strong potential to be useful in national scale of policy making as no clear guideline of the concerned issue is yet generated in quantitative terms.

## **III. Methodology**

This methodology chapter discusses how the data necessary for this research has been designed and analysis. The research methodology and techniques used to conduct the study can be observed from this section. It outlines the population from which the sample has been nominated. It also defines the sampling procedure that has been used to select the sample. The research design and the method of data collection, which mainly involved survey, are also discussed here.

With the intention of measuring attitude towards "leadership", a single broad parameter for measurement is selected for validating the construct more appropriately. Along with the previous research objective evaluation that ultimate parameter is "the capacity of managing". The reason behind measuring

attitude towards leadership with the attitude towards management is these respective factors are predominantly synonymous in business. As, the study is intended to generate insights for improving condition in economic arena of the nation, it is highly appropriate to use “manager” as “leader”.

### **3.1 Research Design**

Research design states a framework for identifying the relationship among variables of the study (Cooper & Schindler, 2012). In this study, the research design incorporates both *qualitative and quantitative approach* to identify the status of social approach in lieu of the concerned issue of women leadership and the investigate the factorial difference in terms of gender, age, designation and other relevant issues. A well-structured questionnaire is formed and survey is conducted to inquiry the respondents. Survey is associated most often with quantitative findings and it is a method that collects primary data based on communication with a representative sample of target population (Zikmund et al., 2013).

### **3.2 Population and Sample**

The population of the research is all the government officials in Khulna district. The respondents are categorized into three sections: a) female manager b) superior to the female manager and c) people reporting to the female manager. The end respondent is finally selected from 13 government offices situated in Khulna District to ensure maximum enclosure of population views in different sub-sector of Bangladesh Government.

### **3.3 Sampling Technique**

Non-probability sampling method is used here to develop the sample. Among the non-probability sampling methods, *convenient sampling* is used to draw the sample. The objective of using convenient sampling is leaving the selection of sample units predominantly to the surveyor where respondents are selected for the reason that they happen to be in the right place on right time (Malhotra & Dash, 2013).

### **3.4 Instrument Development**

Main instrument of this study is a *well-structured questionnaire*. In addition, secondary literature and prior research on this field have been used to obtain the research objective. The study has been conducted through survey methodology with mainly a semi-structured **questionnaire consisting of 24 general statement of the view** along with some general information about the respondent. The total questionnaire has 3 different part. Among them two parts are quantitative and dedicated to collect responses of the superiors and the subordinates respectively. This two specific part is consisted of those 24 statements. The third part of the questionnaire is intended for the female managers and it is qualitative in nature. A sample of the questionnaire has been given in the **Appended part**.

### **3.5 Questionnaire**

The well-structured questionnaire was used to collect the data for this study. Various demographics like age, gender, year of experience were incorporated in the questionnaire design but not on the basis of dependency rather the 24 general statements were established to describe the descriptive statistics to portray the condition better. Only the demographic factors relevant (gender, age) are enlisted in as a part of analytical statistics. A Likert type of scale is used to extract respondents' opinion. This part of the questionnaire is for quantitative data. A likert scale is a five (or seven) point scale which is used to allow the individual to express how much they agree or disagree with a particular statement. Each of the five (or seven) responses would have a numerical value which would be used to measure the attitude under investigation (McLeod, 2008). Here, 1 = Strongly Disagree, 2 = Disagree, 3 = Slightly Disagree, 4 = Neither Disagree nor Agree, 5 = Slightly Agree, 6 = Agree; and 7 = Strongly Agree.

Among the 24 statements, twelve are positive and rest twelve (*Question number 1,3, 6, 7, 14,15, 16, 17, 19, 20, 21, 24*) are negative. To have a better and versatile expression of the attitude the questionnaire is constructed in this mixed structure. It also ensures the proximity to actuality as respondent has to decide differently for the different type of questions.

The final part of the questionnaire consisted of 7 open-ended questions subject to discussion with female managers.

### **3.6 Data Collection**

Data are collected from only primary sources. And the survey result is based mainly on the primary data. The primary data are collected through survey on the questionnaire.

For this study, personal method of survey is used, because the respondent were asked and interviewed directly. As the research is on the attitude towards women leadership both the superior and

subordinates of the female managers' response has been recorded along with the views of the 10 female managers. Responses of 12 people who have prior experience of working with female as his or her subordinate and 74 people who have experience working as the female managers' subordinate has been recorded for the purpose of this study.

### **3.7 Data Analysis**

#### **3.7.1 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 24 statement and an aggregate response of the total sample is calculated to excavate a general opinion on the issue. Two different independent sample t-test has been conducted to identify the difference of attitude between male-female and Superior-subordinate.

**Descriptive Statistics:** It provides 'summary' statistics such as mean, median and standard deviation (Pallant, 2011). Descriptive statistics are used basically to define the sample 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).

#### **3.7.2 Qualitative Data**

Responses of the 10 females managers have been analysed in descriptive form. With the extract from the discussion based responses of the female manager a wholistic view that represent the view that women in government sector of Bangladesh processs is attempted to be comprehended in this part of the analysis.

### **3.8 Reliability of the study**

Reliability of instrument of total 24 statements is 0.906. The value of Cronbach's Alpha must be greater than 0.60 to be considered reliable (Aggarwal, 2006 in Jasra et al., 2011). So, the developed instrument is considered as reliable.

## **IV. Findings and Analysis**

The objective of this research is to project the perception of the population about women leadership. This study extracts a dynamic scenario of the social contest of women leaders. Here, the findings are presented and analyzed in details to achieve the research objective.

In the first part of the chapter, the perception of the female managers about the contemporary social belief about women leadership is discussed with relevant factorial causation. Then the perception of superiors and the subordinates are presented respectively in the next two following chapters. The variation factorials of gender and superiority are presented before the extraction of overall scenario through frequency analysis and other descriptive statistics.

### **4.1 Attitude of Female Managers**

Here the selected female managers have been interviewed in details to have a closer look in their social experience and their belief about the underlying dynamics. See Appendix D for the thematic perception matrix.

#### **4.1.1 Discussion of the Views of Women Leaders**

##### ***Perception about male workers acceptance of women as leaders***

In this particular question, women managers sorted out different factors relevant to the psychological parameter of social mindset. Generally, in case of acceptance in the office the qualification for the job decides the attitude towards the manager or leader irrespective of gender. As respondent 2 said- "*We are here for our qualification; gender can hardly limit our capacity..... acceptance is earned not given.*"

But, as attitude is a perceptive psychology on the basis of personal experience build over years through social communication and other mental training; sometimes education become the deciding factor. A person with more exposure of brightening knowledge of the global culture is more likely to accept the change in the age old tradition. On the contrary, attitude is also a factorial production of experience. In a new born nation like Bangladesh, where women participation is being recognized and patronized for less than a decade; age is also an important factor. New generation, who are being exposed to experience women participation in early stage of life, build an overall positive perception towards women leadership along with

the increasing educational training. In brief, the culture portrayed by the belief of the consisting society that is shaped up by education, experience decides the parameter of acceptance.

***Perception about difference in attitude between Superior and subordinates***

There is thin line to differentiate the condition. Popular opinion suggests that the superior sets the office culture along with the overall organizational culture. While officers being more educated and modern in mentality set example of appreciation it becomes easier for overall organization of to accept women leadership. But, the strong belief of the women is that the proven qualification empowers them with the responsibility. So, the line of differentiation based on gender is actually pretty thin. Yet, the education based mentality of the office people along with the subjective experience with female officer sometimes cause variation in the attitude. Our respondent 7 said-

*“Basically education shapes up human psychology.....how they see things and perceive.....usually superior are more educated and have better opinion about women in organizations.....what superiors set as culture the subordinates are bound to follow..”*

***Perception about difference of attitude between male and female***

Respondent 3 and 5 both said-

*“Our society still differentiates among male and female in every stage.....so in organization.....usually we feel safer working with another female than male.”*

As primitive structure of human society, women are deemed to be physically weak. In that sense male always prefer male both as a co-worker and leader. Whereas, female workers have varied view on this issue. Popular opinion is female officers feel comfortable to work with and under female. This notion is generated from the connection of some feminine subjects that women feel they can only share and express with other women. This feminine side of the personality arise complex to decide which gender to rely on. On the contrary to popular notion, some prefer male as superior. This notion is subjective to the exceptional female psychology of feeling secured as primitive belief of social structure.

***Perception about limiting capability for family responsibility***

Again the primitive social set up attributing domestic responsibility solely on female created the difference in terms of performance in professional sectors for them. Also, women themselves prioritize family over career. So, in this case solely social demography cannot be a determining factor. Respondent 1,2,8,9 specifically mentioned-

*“To me, family is more important than job..... I love my children and family more than anything....”*

The basic feminine instinct drives female to give more importance to family than work. But, alongside the female perception to prioritize family, the secondary factor in this neo-society is spouse and in laws' mentality. Mostly, in small and divided family where both partners are educated and decided to financially support the family from both end; a positive set up to support a female in workplace. But, still the challenge exists for them as family responsibility is merely equal in our culture.

***Perception about gender limiting capability of women to be good leader***

In the curent social context, being fully functional for a women in a managerial position is still a great challenge. Several factors are active to create hindrance. First of all the sense of security is still absent in our society for the women. For that reason, late hour work, travelling tupe to task is deemed to less preferabel for women manager. Even if they perform the task required most often the support of male colleague is being expected. Secondly, the family responsibility often restricts women to perform and concentrate on the job based tasks. Thirdly, again the mentality of the spouse and in laws plays an important role here. Conservative family often restricts women to frequently move, work late hours, travelling or even dealing with other people.

Respondent 5's opinion explains the issue appropriately-

*“I can not travel like my male colleague as our social security is not that well...I have to take help of my colleague for travelling and other extra office hour work..... I have to take of my family, so I cannot solely concentrate on my job like other male colleagues...that certainly limits my success capacity.....”*

***Perception about competecne of women in management***

There have been some surprising disclosure of facts. It is deemable that being feminine in psychological set up gives certain competitive advantage to women in workplace in situations. First, women are quiet and patient in nature. So, it gives them a added efficiency in solving issues. But, it is also actually preferable in only certain type of job. So, job nature is also a factor to decide the psychological demography as an advantage. Second, proper qaulification for the job is often deemed to be crucial. Mostly women had to

prove themselves to be in a government office. So, they feel confident about themselves to perform tasks. In this case, the parameter is not actually gender specific rather performance specific. Third, the stress women tend to attend form managing family and work life is actually considered an added advantage to handle pressure. On top of that, the genetic construct of women psychology suggests that they can process multiple items simultaneously. This consistent multi-processing gives them advantage in certain type of jobs. As respondent 10 mentioned-

“.... We are under stress since puberty..we are habituated to stress..... we are also very calm....so our competitive advantage is our natural suffering.....”

**General Perception about the concerned issue**

In this section, a very progressive set of opinion has been derived from the female managers surveyed. Mostly, the desire is for social change in mindset. As women participation is increasing and they are playing vital role in the economy and society, things need be changed and improved. There is a general notion of acceptance of women participation in society already. But, change is needed as the complex is yet not resolved yet. Women empowerment through education and increased social right might improve the self-confidence to become successful in workplace. Along with the female education the education of the society to accept the contribution is also needed. Government can take promotional initiative to preach the knowledge of acceptance. Most important thing is that women have to step up in confidence to prove themselves and the society in general should opt for a new vision of social structure where equality is distributed in terms of domestic responsibility, social rights and modern civic sense.

**4.2 Attitude of Superior to Female Manager**

The superior with experience of working with female subordinates have expressed their views in response to the close ended 24 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. Mean indicates 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.

**4.2.1 Disaggregated Findings**

**Table 4.1: Descriptive Statistics of Superior to Female Manager**

No	Statements	Mean $\bar{x}$	Std. Deviation $\sigma\bar{x}$
1	It is less desirable for women than men to have a job that requires responsibility.*	5.42	1.564
2	Women have the objectivity required to evaluate business situations properly	5.33	.985
3	Challenging work is more important to men than it is to women.*	4.00	1.537
4	Men and women should be given equal opportunity for participation in management training programs	6.08	.996
5	Women have the capability to acquire the necessary skills to be successful managers	6.17	.835
6	On the average, women managers are less capable in contributing to an organization's overall goals than are men.*	5.08	1.782
7	It is not acceptable for women to assume leadership roles as often as men.*	5.08	1.505
8	The business community should someday accept women in key managerial positions	6.17	.937
9	Society should regard work by female managers as valuable as work by male managers	6.42	.515
10	It is acceptable for women to compete with men for top executive positions	6.17	1.115
11	The issues of pregnancy and maternity does not make women less desirable employees than men	3.33	1.775
12	Women would no more allow their emotions to influence their managerial behavior than would men	5.25	1.485
13	To be a successful executive a woman does not need to sacrifice some of her femininity	3.08	1.240
14	On the average, a woman who stays at home all the time with her children is a better mother than a woman who works outside the home at least half time.*	1.58	.900
15	Women are less capable of learning mathematical and mechanical skills than are men.*	5.00	1.651
16	Women are not ambitious enough to be successful in the business world.*	4.00	2.098
17	Women cannot be assertive in business situations that demand it.*	4.92	1.505
18	Women possess the self-confidence required of a good leader	5.82	.874
19	Women are not competitive enough to be successful in business world.*	4.58	1.832
20	Women cannot be aggressive in business situations that demand it.*	4.75	1.913

21	Cannot give priority to their work lives because of their family responsibilities.*	2.92	.996
22	are easy to communicate with than the male Superiors	2.92	1.443
23	In a pressure situation, a women manager would be no more likely to break down than would be a male manager.	4.00	1.128
24	Women Superiors have limited technical and mechanical skills than the maleSuperiores.*	4.67	1.371

\*Statements are Negative. Data encoding has been done converting the statements into positive form.

**Discussion of Superiors’Disaggregated Attitude**

Superiors to the female manager in government sector about the desirability of women to have responsible job is slightly positive ( $\bar{x} = 5.42$ ). Even if the huge dispersion ( $\sigma\bar{x} = 1.564$ ) indicates that the slightly positive attitude is not actually unanimous. People have merely a concentrated approach regarding this statement. Again the responses of the superior about women having adequate objectivity to evaluate business situation is concentrated ( $\bar{x} = 5.33$ ) in a weak positive way. And the dispersion of opinion ( $\sigma\bar{x} = .985$ ) is also comparatively low. With a very high dispersion ( $\sigma\bar{x} = 1.537$ ) of opinion, the superior of the female managers neither agree nor disagree ( $\bar{x} = 4$ ), to the statement that challenging work is more important to men than it is to women. So, the superior in Bangladesh government are yet to decide whether challenging work is more important to men that women. It also suggests the neutrality of the attitude about the statement which can also indicate the fact that indifferent attitude towards the job type to them. Superior to the female managers agree upon the fact that men and women should be given equal opportunity for training program in management ( $\bar{x} = 6.08$ ). This opinion is also condensed as the dispersion is low ( $\sigma\bar{x} = .996$ ). In terms of the capability to acquire necessary skills to lead in a government office, superiors to the female manager have positive response ( $\bar{x} = 6.17$ ) with low dispersion ( $\sigma\bar{x} = .835$ ). Contribution capacity of female managers in organization in superiors’ opinion is positive ( $\bar{x} = 5.08$ ). But the response is highly dispersed ( $\sigma\bar{x} = 1.782$ ). And the agreement is not strong. The superiors’ mostly agreed in weak manner (Slightly agreed). Women can assume leadership in government organization in superiors’ opinion. But as the trend is skewed more in the neutral end (5= slightly agree), attitude cannot be strongly determined. The dispersion ( $\sigma\bar{x} = 1.505$ ) is also very high. So, superiors merely have similar opinion about female assuming leadership in organization. Superiors’ opinion is that business community should accept women in key managerial position ( $\bar{x} = 6.17$ ). So, the attitude of the superiors is positive about women leadership and the acceptance level is also moderately high ( $\sigma\bar{x} = .937$ ). Superiors strongly believe that society should regard female managers’ work as valuable as the male managers ( $\bar{x} = 6.42$ ,  $\sigma\bar{x} = .515$ ). Superiors accept the female managers to compete with men for top executive positions in government organizations ( $\bar{x} = 6.17$ ). But the opinion is highly dispersed ( $\sigma\bar{x} = 1.115$ ). So, the overall attitude in this perspective is merely determinable still now. The reason might be the small number of high profile female leaders in government organizations in Bangladesh. Superior believes that the issues of pregnancy and maternity does makes women less desirable as employee ( $\bar{x} = 3.33$ ). But the opinion is not unanimous as dispersion is very high ( $\sigma\bar{x} = 1.775$ ). Superior to female manages in government organizations in Bangladesh suggest that women would no more allow their emotions to influence their managerial behavior than would men ( $\bar{x} = 5.25$ ). But the agreement is weak and also the dispersion is high ( $\sigma\bar{x} = 1.485$ ). So, superior opinion on this issue is not concentrated on any single end. The survey suggests that the superiors believe being successful to some extent requires women to sacrifice her femininity ( $\bar{x} = 3.08$ ). But, the opinion is also highly dispersed ( $\sigma\bar{x} = 1.240$ ). Popular opinion about being mother is that working women cannot be a good mother as she cannot give enough time to her children ( $\bar{x} = 1.58$ ,  $\sigma\bar{x} = .900$ ). Superior to female managers in government organization in Bangladesh thinks that women are capable enough to learn mathematical and mechanical skills ( $\bar{x} = 5$ ,  $\sigma\bar{x} = 1.651$ ). But the opinion is highly dispersed. So, respondents do not possess any concentrated point of view about this matter. Superiors of female manager neither agree nor disagree about female managers being ambitious enough ( $\bar{x} = 4$ ). Again, the high dispersion ( $\sigma\bar{x} = 2.098$ ) suggest more diversification in response. So there is no clear indication of any strong standpoint on this matter. From superior respondents it is can be deemed that women can be assertive in business situation that demand it ( $\bar{x} = 4.92$ ,  $\sigma\bar{x} = 1.505$ ). But the opinion is highly dispersed. Superior agrees that women possess the self-confidence required to be successful leader ( $\bar{x} = 5.82$ ,  $\sigma\bar{x} = .874$ ). Superior slightly agree with the statement that women are competitive enough to be successful in business world ( $\bar{x} = 4.58$ ,  $\sigma\bar{x} = 1.832$ ). As the dispersion is very high this weak agreement is further weakened, meaning a less associated attitude towards the facts. In superiors’ responses it is directed that the required aggression in business situation is available in female managers ( $\bar{x} = 4.75$ ,  $\sigma\bar{x} = 1.913$ ). But the association is weak and highly dispersed. It is clear in the superiors’ response that giving priority to work lives is actually a matter of challenge for women as they have to bear more family responsibility ( $\bar{x} = 2.92$ ,  $\sigma\bar{x} = .996$ ). Superiors to the female manager have a dispersed negative opinion about female manager being easy to communicate with in comparison to the male managers ( $\bar{x} = 2.92$ ,  $\sigma\bar{x} = 1.443$ ). Superiors to the

female managers cannot give any strongly skewed response about the fact that, in a pressure situation, a women manager would be no more likely to break down than would be a male manager ( $\bar{x} = 4$ ,  $\sigma\bar{x} = 1.128$ ). Superiors have a very weak positive and dispersed opinion about female managers having enough technical and mechanical skills ( $\bar{x} = 4.67$ ,  $\sigma\bar{x} = 1.371$ ).

#### 4.2.2. Aggregated Attitude of Superior to Female Mangers

		N	Mean	Std. Deviation	Std. Error Mean
Attitude	Superior	12	4.6932	.30264	.08736

#### Discussion of Superiors' Aggregated Attitude

From the descriptive statistics of integrated data module of superiors' response to women leadership it can be derived that in Bangladeshi government sector superior to female managers have a weakly positive attitude towards women participation in leadership role ( $\bar{x} = 4.6932$ ,  $\sigma\bar{x} = .30264$ ). As the disintegrated module of findings show many dispersion in the response it can also be derived that as a new nation and the phenomenon of women leadership in organization is yet to experience more in practical field of economy, any strong sense ;whether positive or negative; are not generated in the upper section of organogram of Bangladeshi government offices. But, the fact that superiors have already an overall positive, yet weak, attitude is an indicator of future possibility that the acceptance level can be improved through vigilant and broad national policy to stimulate women participation and make examples to eradicate the indifference due to lack of adequate role models in this sector. Ultimately, if the society refurbishes the contemporary trend of dragging women form focusing about career a very bright future is expected to be seen in this sector of the government very soon.

#### 4.3 Attitude of People Reporting to the Female Mangers

The subordinates with experience of working with female superiors have expressed their views in response to the close ended 24 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. Mean indicates 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.

##### 4.3.1 Disaggregated Findings

Table 4.3: Descriptive Statistics of People Reporting to Female Manager

No	Statements	Mean $\bar{x}$	Std. Deviation $\sigma\bar{x}$
1	It is less desirable for women than men to have a job that requires responsibility.*	4.18	1.658
2	Women have the objectivity required to evaluate business situations properly	4.54	1.347
3	Challenging work is more important to men than it is to women.*	2.85	1.636
4	Men and women should be given equal opportunity for participation in management training programs	6.01	.749
5	Women have the capability to acquire the necessary skills to be successful managers	5.49	1.208
6	On the average, women managers are less capable in contributing to an organization's overall goals than are men.*	4.47	1.306
7	It is not acceptable for women to assume leadership roles as often as men.*	4.01	1.548
8	The business community should someday accept women in key managerial positions	6.01	.868
9	Society should regard work by female managers as valuable as work by male managers	6.16	.683
10	It is acceptable for women to compete with men for top executive positions	5.77	1.188
11	The issues of pregnancy and maternity does not make women less desirable employees than men	2.62	1.594
12	Women would no more allow their emotions to influence their managerial behavior than would men	4.45	1.980
13	To be a successful executive a woman does not need to sacrifice some of her femininity	2.84	1.858
14	On the average, a woman who stays at home all the time with her children is a better mother than a woman who works outside the home at least half time.*	2.22	1.641
15	Women are less capable of learning mathematical and mechanical skills than are men.*	3.76	1.595
16	Women are not ambitious enough to be successful in the business world.*	4.11	1.522
17	Women cannot be assertive in business situations that demand it.*	4.08	1.637

18	Women possess the self-confidence required of a good leader	5.18	1.369
19	Women are not competitive enough to be successful in business world.*	4.41	1.570
20	Women cannot be aggressive in business situations that demand it.*	3.74	1.775
21	Cannot give priority to their work lives because of their family responsibilities.*	2.49	1.730
22	are easy to communicate with than the male Superiors	4.34	1.967
23	In a pressure situation, a women manager would be no more likely to break down than would be a male manager.	3.82	1.625
24	Women Superiors have limited technical and mechanical skills than the maleSuperiores.*	4.03	1.728

\*Statements are Negative. Data encoding has been done converting the data into positive form.

**Discussion of Subordinates' Disaggregated Attitude**

Subordinates of the female manager in government sector about the desirability of women to have responsible job is deemed to portray response of a positive statement. So, it is visible that ( $\bar{x} = 4.18$ ) general opinion about the desirability form women to have responsible job is neutral. Even if the huge dispersion ( $\sigma\bar{x} = 1.658$ ) indicates that the neutral attitude is not actually unanimous. People have merely a concentrated approach regarding this statement. Again the responses of the subordinates about women having the objectivity required to evaluate business situation are concentrated ( $\bar{x} = 4.54$ ) in a neutral way. But the dispersion of opinion ( $\sigma\bar{x} = 1.347$ ) is also comparatively high. So, the neutral response on the statement can be deemed as an indifferent attitude toward the fact that women have the objectivity required to evaluate business situation properly. Along with a very high dispersion ( $\sigma\bar{x} = 1.636$ ) of opinion, the subordinates of the female managers have a negative response to the statement about importance of women doing challenging work ( $\bar{x} = 2.85$ ). So, nowadays challenging work is not considered to be as important to men as it is for women. But, the huge dispersion indicates still there is variance in thoughts among the they. They of the female managers agree upon the fact that men and women should be given equal opportunity for training program in management ( $\bar{x} = 6.01$ ). This opinion can also be considered as unanimous as the dispersion is comparatively low ( $\sigma\bar{x} = .749$ ). In terms of the capability to acquire necessary skills to lead in a government office, they of the female manager have positive response ( $\bar{x} = 5.49$ ) along with high dispersion ( $\sigma\bar{x} = 1.208$ ). So, it indicates that People have merely a concentrated approach regarding this statement. They opinion about contribution capacity of female managers in organization is neutral ( $\bar{x} = 4.47$ ). But the response is highly dispersed ( $\sigma\bar{x} = 1.306$ ). So, the neutral response on the statement can be deemed as an indifferent attitude toward the fact of female managers' contribution capacity in organization. Women can assume leadership in government organization in their' opinion. But as the trend is skewed more in the neutral end ( $\bar{x} = 4.01$ ), attitude cannot be strongly determined. The dispersion ( $\sigma\bar{x} = 1.548$ ) is also very high. So, they merely have similar opinion about female assuming leadership in organization. Subordinates' opinion is that business community should accept women in key managerial position ( $\bar{x} = 6.01$ ). So, the attitude of the subordinates is positive about women leadership and the acceptance level is also moderately high ( $\sigma\bar{x} = .868$ ) as the dispersion is comparatively low. They have a positive believe that society should regard female managers' work as valuable as the male managers ( $\bar{x} = 6.16$ ). The level of acceptance is also high as the dispersion is comparatively low ( $\sigma\bar{x} = .683$ ). They have positive attitude in accepting the female managers to compete with men for top executive positions in government organizations ( $\bar{x} = 5.77$ ). But the opinion is highly dispersed ( $\sigma\bar{x} = 1.188$ ). So, the overall attitude in this perspective is expected to have a positive rise as there have been an emerging number of female managers nowadays. They believe that the issues of pregnancy and maternity makes women less desirable as employee ( $\bar{x} = 2.62$ ). But the opinion is not unanimous as dispersion is very high ( $\sigma\bar{x} = 1.594$ ). They of female manages in government organizations in Bangladesh have a neutral attitude toward women allowing their emotions to influence their managerial behavior ( $\bar{x} = 4.45$ ). But the dispersion is very high ( $\sigma\bar{x} = 1.980$ ). So, subordinates' opinion on this issue is not measurable. The survey suggests that the subordinates believe that for being successful, women require to sacrifice her femininity ( $\bar{x} = 2.84$ ). But, the opinion is also highly dispersed ( $\sigma\bar{x} = 1.858$ ). So, still there is variance in the point of view of the subordinates. The statement in constructed in negative form and encoded in reverse. As a result, the resulting statistics represent response of a positive statement. Subordinates believe that female mangers can be a good mother as well ( $\bar{x} = 2.22$ ). But the high dispersion ( $\sigma\bar{x} = 1.641$ ) shows that this believe is merely unanimous. Subordinates of female managers in government organization in Bangladesh are slightly positive about women's capability to learn mathematical and mechanical skills ( $\bar{x} = 3.76$ ). But the opinion is highly dispersed ( $\sigma\bar{x} = 1.595$ ). So, respondents do not possess any concentrated point of view about this matter. Subordinates of female manager neither agree nor disagree about female managers being ambitious enough ( $\bar{x} = 4.11$ ). Again, the high dispersion ( $\sigma\bar{x} = 1.522$ ) suggest more diversification in response. So, there is no clear sign of strong stance in this matter. From subordinate respondents, there is neither positive nor negative attitude towards women's being assertive in business

situation ( $\bar{x} = 4.08$ ). Again, the opinion is highly dispersed ( $\sigma\bar{x} = 1.637$ ). So, there is no strong stance in this matter. Subordinates agree that women possess the self-confidence required to be successful leader ( $\bar{x} = 5.18$ ). But, the highly dispersed opinions ( $\sigma\bar{x} = 1.369$ ) of the respondents portrays that there is no unanimous view on this point among the subordinates. Subordinates neither agree nor disagree with the statement that women are competitive enough to be successful in business world ( $\bar{x} = 4.41$ ). As the dispersion is high ( $\sigma\bar{x} = 1.570$ ), this shows a less associated attitude of the subordinates towards the facts. In subordinates' responses, there is slightly positive attitude towards female managers' having the required aggression in business situation ( $\bar{x} = 3.74$ ). But the responses are highly dispersed. ( $\sigma\bar{x} = 1.775$ ). It is expressed in the subordinates responses that female managers can give priority to their work instead of having domestic responsibilities ( $\bar{x} = 2.49$ ). But, this view is not common to all as high dispersion ( $\sigma\bar{x} = 1.730$ ) exists among the responses of the subordinates. Subordinates of the female manager have very highly dispersed opinion about female manager being easy to communicate with in comparison to the male managers ( $\sigma\bar{x} = 1.967$ ). But, they do not show any of the positive or negative view towards it ( $\bar{x} = 4.34$ ). Subordinates of the female managers show a slightly negative response that in a pressure situation a women manager might break down ( $\bar{x} = 3.82$ ). But, this response is highly dispersed ( $\sigma\bar{x} = 1.625$ ). Subordinates have a neutral as well as dispersed opinion about female managers having enough technical and mechanical skills ( $\bar{x} = 4.03$ ,  $\sigma\bar{x} = 1.728$ ). It indicates that people have merely a concentrated approach regarding this statement.

#### 4.3.2 Aggregated Attitude of People Reporting to the Female Mangers

**Table 4.4: Overall Attitude of Subordinates to Female Managers**

		N	Mean	Std. Deviation	Std. Error Mean
Attitude	Subordinate	74	4.2320	.89933	.10454

#### Discussion of Subordinates' Aggregated Attitude

Bangladeshi government sector subordinates have a neutral attitude towards women participation in leadership role ( $\bar{x} = 4.2320$ ). But, they have dispersed responses towards female leadership ( $\sigma\bar{x} = .89933$ ). This dispersion in the responses can be caused due to women leadership's being an emerging phenomenon in a developing country like Bangladesh. These people who are the respondents of this criterion (the subordinates) are rarely used to working with a female manager. 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 especially for this genre of people.

#### 4.4 Superior vs. Subordinate Variation

**Table 4.5: Comparison of Superiors' and Subordinates' Attitude**

		N	Mean	Std. Deviation	Std. Error Mean
Attitude	Superior	12	4.6932	.30264	.08736
	Subordinate	74	4.2320	.89933	.10454

If we go for a comparative analysis between attitudes of the superiors and subordinates, there is only a marginal difference visible. The mean of the attitude of superiors is 4.6932 whereas the mean of the attitude of the subordinates is 4.2320. So, the superiors show a bit higher positivity towards female leadership than the subordinates. This higher degree of positivity is presumed to be shaped by their higher level of education, better culture and surroundings and most importantly their experiences of working with female managers. On the contrary, subordinates' comparatively lower degree of positivity is a result of their educational lacking, traditional thinking process and predominantly less working experience with female managers.

Again, the superiors tend to show a lower Standard Deviation ( $\sigma\bar{x} = .30264$ ) than the subordinates ( $\sigma\bar{x} = .89933$ ). This indicates that the subordinates have higher dispersion in responses than the superiors. This dispersion can be presumed to be a result of the subordinates' less involvement of working with the female managers. Those who have the experience of working with female managers also have varied response due to their mental set up and level of education.

So, it can be assumed that the unremittingly changing social set up of Bangladesh will lead to a higher level of positivity towards the upswing of female leadership ensuring a better working culture for the female managers of Bangladesh both from the end of superiors as well as subordinates.

**Table 4.6: Difference of Attitude Between Superior and Subordinate**

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	T	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Attitude	Equal variances assumed	20.107	.000	1.753	84	.083	.46121	.26312	-.06203	.98446
	Equal variances not assumed			3.385	49.703	<b>.001</b>	.46121	.13624	.18752	.73490

Through Independent Sample T-test, it can be deemed that there is a difference between attitudes of the superiors and the subordinates on female leadership (As  $p < .05$ ). So, superiors perceive female leadership in a different manner than the subordinates. Level of education, culture and surroundings, religious beliefs, access to self-development learning opportunity and trainings, personal traits and experiences of working with female managers can play vital role in creating such differences.

**4.5 Male vs. Female Variation**

**Table 4.7: Comparison of Male and Female Attitude**

		N	Mean	Std. Deviation	Std. Error Mean
Attitude	Male	60	3.9379	.66820	.08626
	Female	26	5.1234	.64533	.12656

Comparative analysis between attitudes of the females and attitudes of the males shows that there is a significant difference evident towards female leadership. The mean of the attitude of females is 5.1234 whereas the mean of the attitude of the males is 3.9379. So, the females show significantly higher positivity towards female leadership than the males. This is because females tend to believe in themselves.

Again, the females tend to show a lower Standard Deviation ( $\sigma_x = .64533$ ) than the males ( $\sigma_x = .66820$ ). This indicates that the males have higher dispersion in responses than the females. This dispersion shows that the responses of males vary more than the responses of females. So, it is presumed that females have a concentrated approach regarding female leadership.

But, this scenario is expected to change. Now, males have started encouraging female leadership as much as their female counterparts. So, the day is not far when males and females will have similar degree of positivity towards female leadership.

**Table 4.8. Difference of Attitude Between Male and Female**

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	T	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Attitude	Equal variances assumed	.280	.598	-7.633	84	<b>.000</b>	-1.18545	.15531	-1.49431	-.87660
	Equal variances not assumed			-7.740	49.132	.000	-1.18545	.15316	-1.49323	-.87768

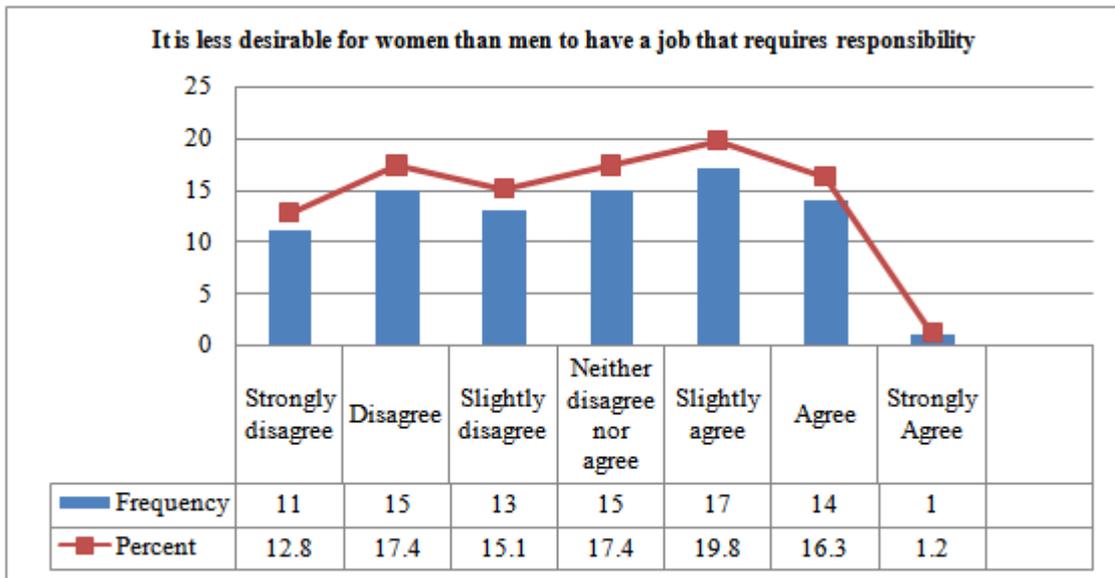
It can be reckoned that there is a difference between attitudes of the females and the males on female leadership (As  $p < .05$ ) through an Independent Sample T-test analysis. So, females take in female leadership in a different way than the males. This difference exists as females believe that female managers are as much capable of being leaders as their colleague.

**4.6 Overall Scenario**

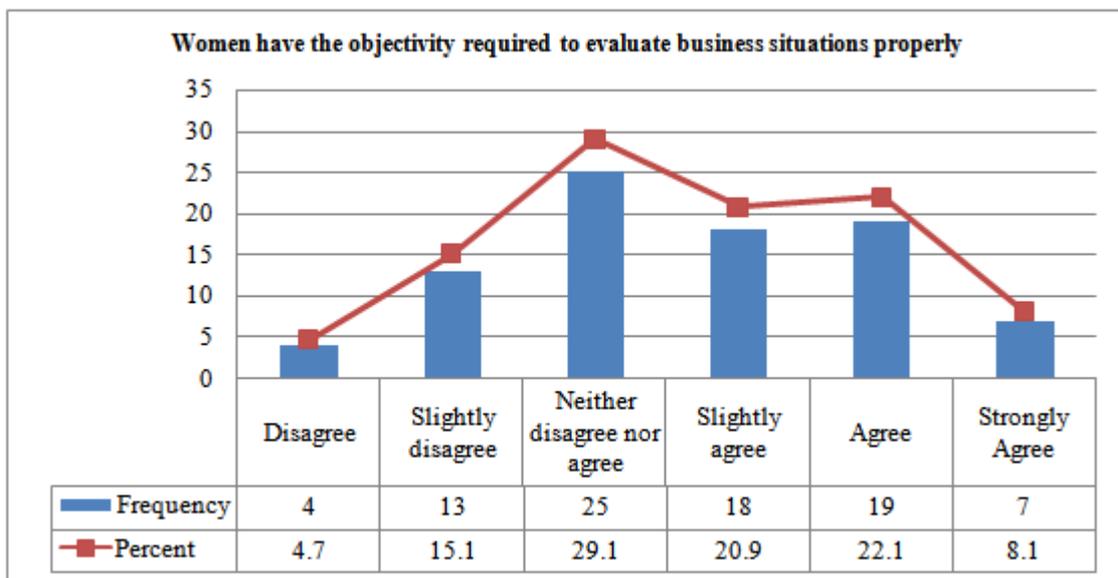
In this section, the reflection of opinion of overall population irrespective of gender or reporting relation is projected.

**4.6.1 Frequency Analysis**

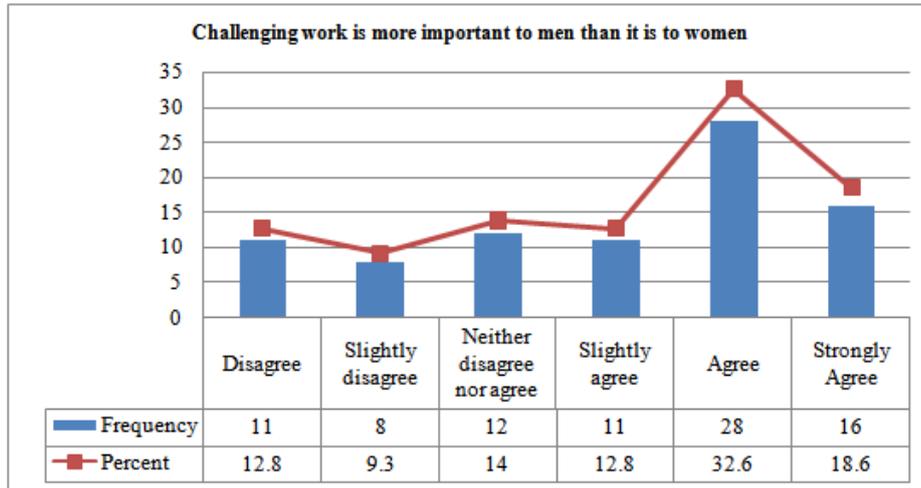
(\*This frequency distribution is generated from the original data where the negative statements were not reversed in encoding. As the frequencies are simple representation of the respondents' opinion so reverse encoding was not necessary for this analysis. Here, we analyze the number, not the central tendency which is required to measure mean or standard deviation.)



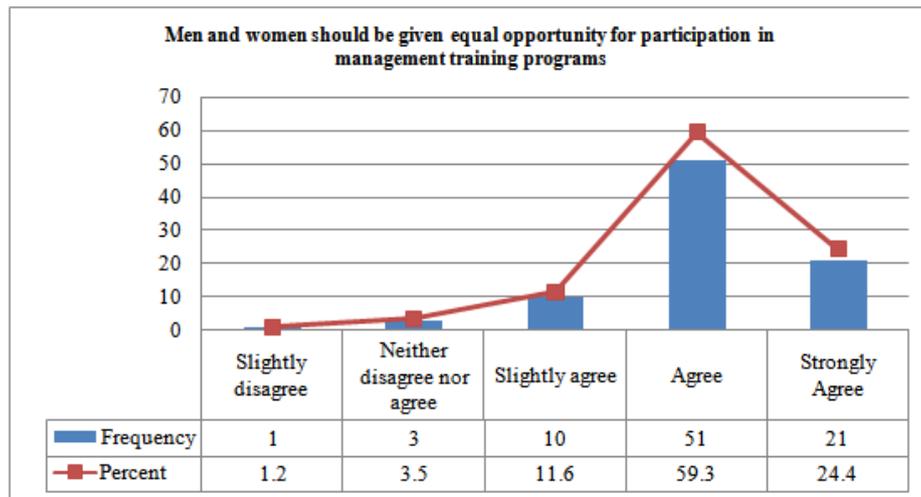
As shown in the graph, there is now single tendency of responses. Though, the highest percentage (19.8%) respondents slightly agreed the variance is too high. So, sample response indifferent of decision. But, popular opinion is that it is less desirable for women to have a job that requires responsibility.



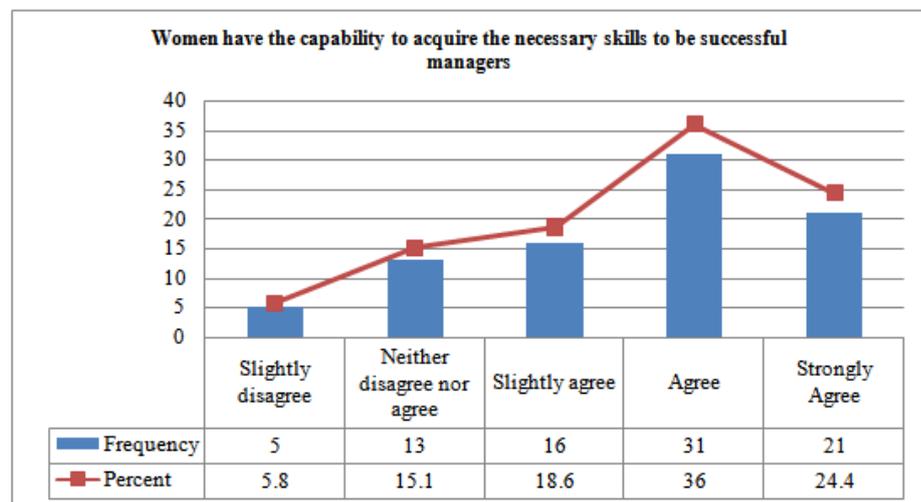
29.1% respondents took a neutral standpoint on this matter. So it can be extracted from the extract that people are not sure about women having objectivity for evaluating business situations. But, the decision would be truly biased as more than 40% respondent agreed to the statement. So, popular opinion in more close the native end about women having objectivity.



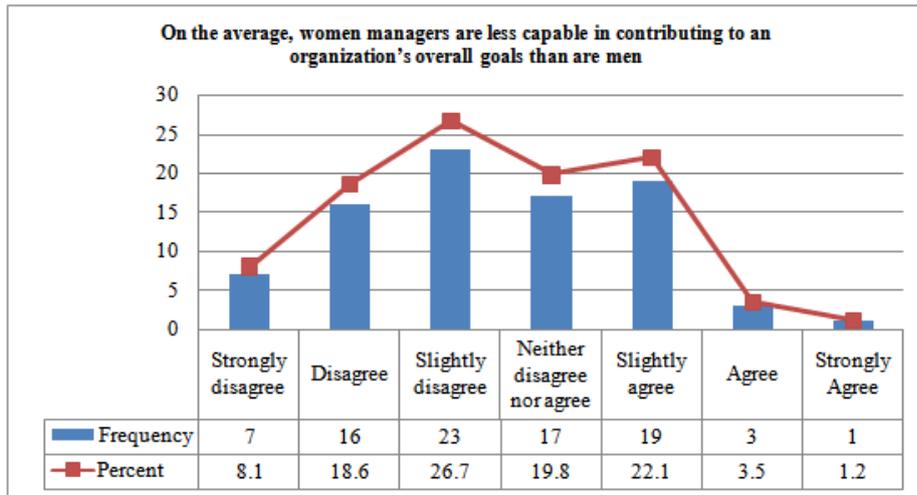
32.6% of the respondent agreed to the statement that challenging work is more important to men than it is to women. It is a clear indication of negative attitude towards women.



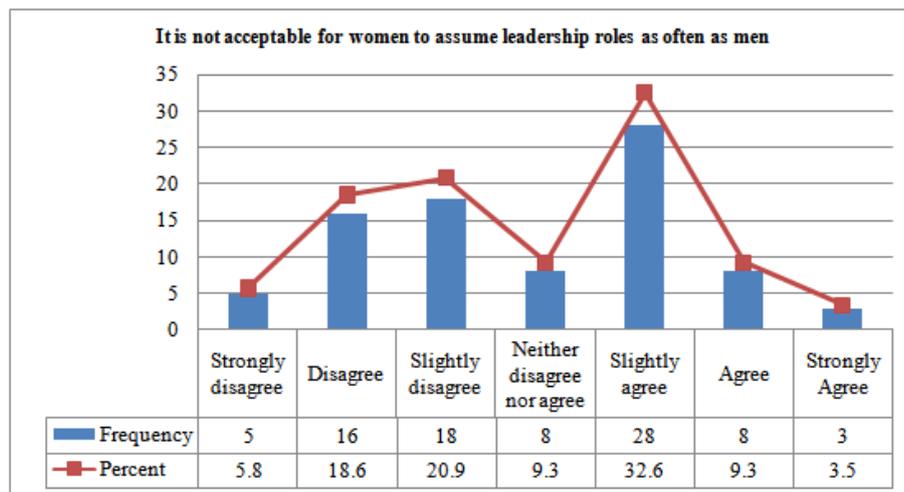
59.3% respondents agreed that men and women should be given equal opportunity for participation in management training programs. That is actually a rather positive attitude towards women leadership in organization. In government sector of Bangladesh, women are being encouraged to participate more.



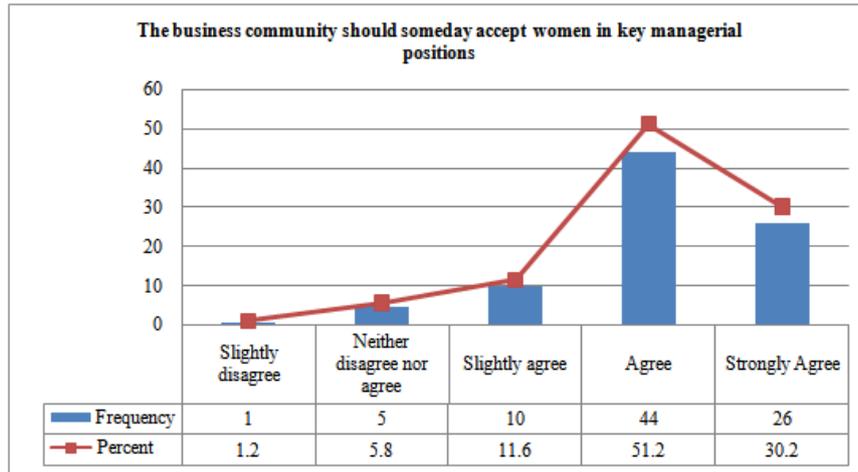
The major portion of the respondents (18.6+ 36+ 24.4 =79%) has a positive view about women being capable of acquiring the necessary skills to be successful managers.



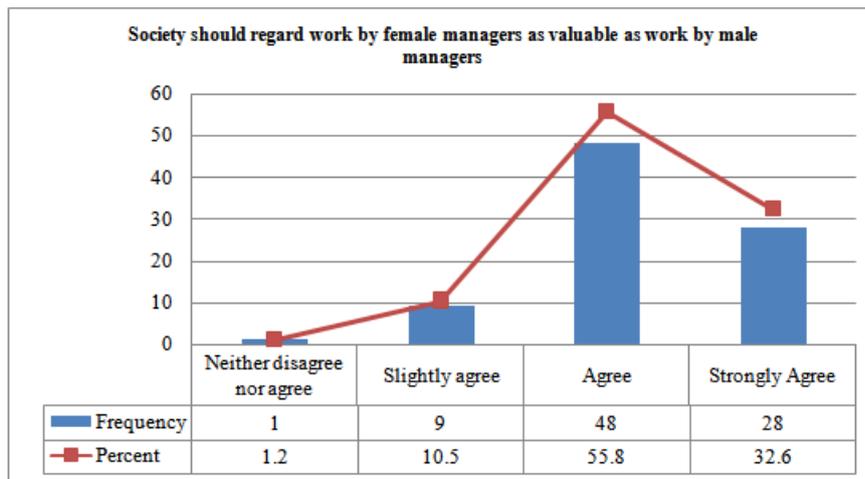
Maximum 26.7% respondents slightly disagreed with the notion that women managers are less capable in contributing to an organization, whereas 19.9% of the sample neither agreed nor disagreed. Another 22.1% respondent actually slightly agreed to this negative statement. Still, the most popular opinion is favorable to women leadership.



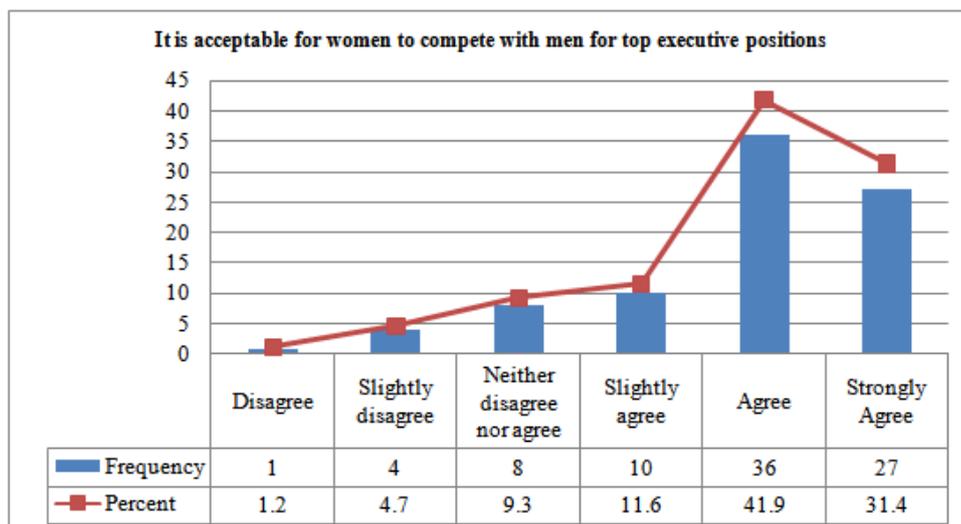
Contrary to the previous positive view, major portion (32.6%) of the respondents slightly agreed that women leadership is rare to accept in comparison to male leaders. Yet, another 20.9% showed a positive attitude by expressing veto to this statement but the association is not that strong. Overall scenario for this statement is not clear. People possess weak tendency to accept women as leader.



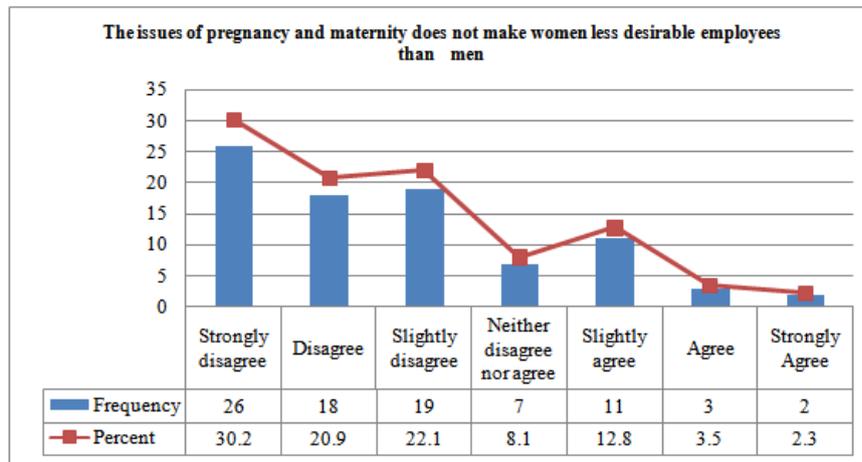
Frequency distribution clearly indicates that popular opinion about accepting women in key managerial position in business community is positive.



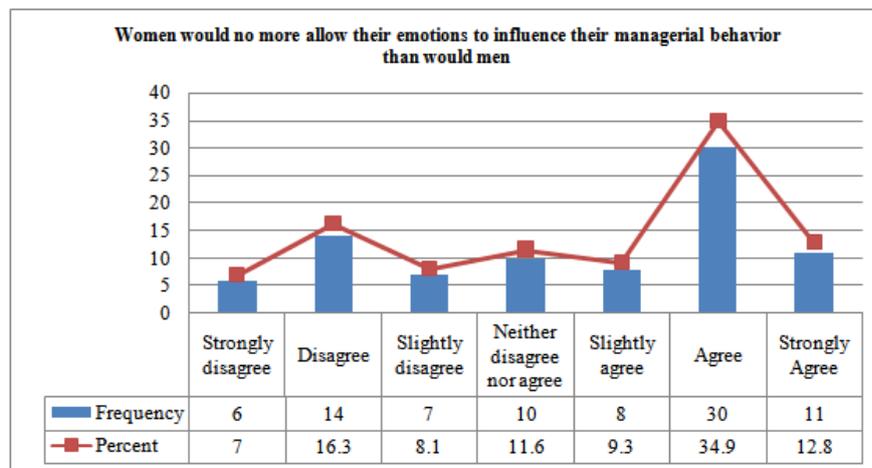
With high positive skewness, majority (88.4%) respondent have a positive opinion about regarding work by female managers as valuable as work by male managers. And the negative tale of the distribution is so thin that the opposite end hold extremity in a very positive way.



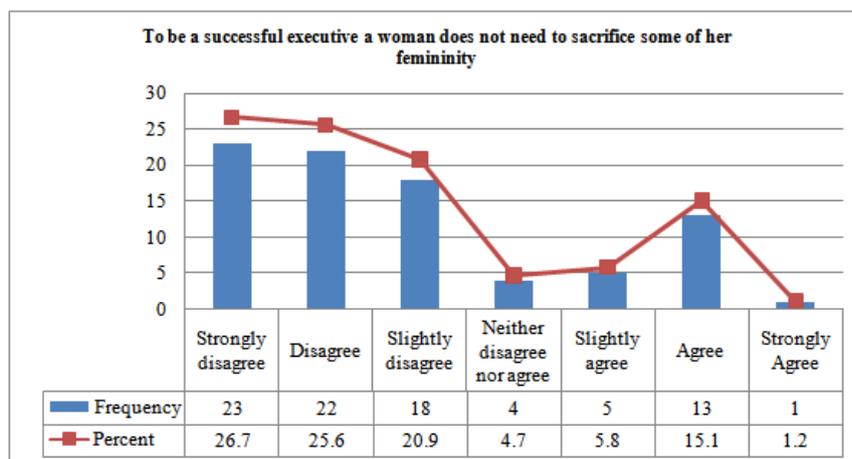
73.3% respondents have a positive view about the accepting women to compete with men for top executive position.



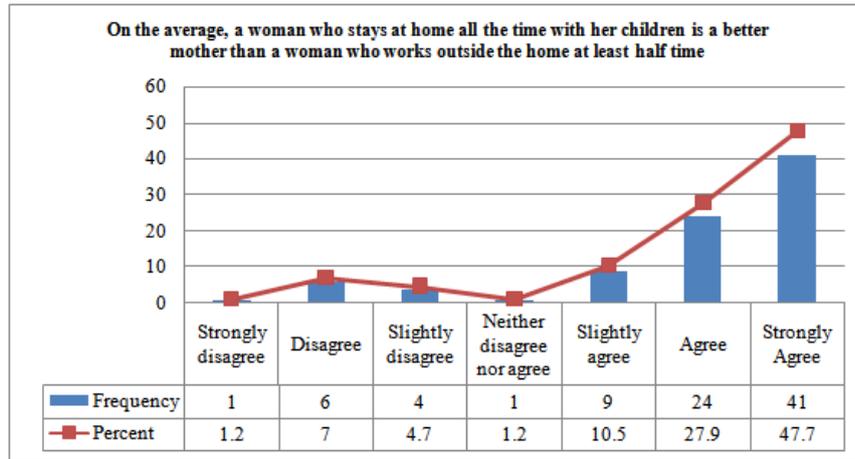
The majority (51.1%) of the respondent disagreed that the issue of pregnancy and maternity actually does not make women less desirable employees than men. This response is actually negative for women leadership.



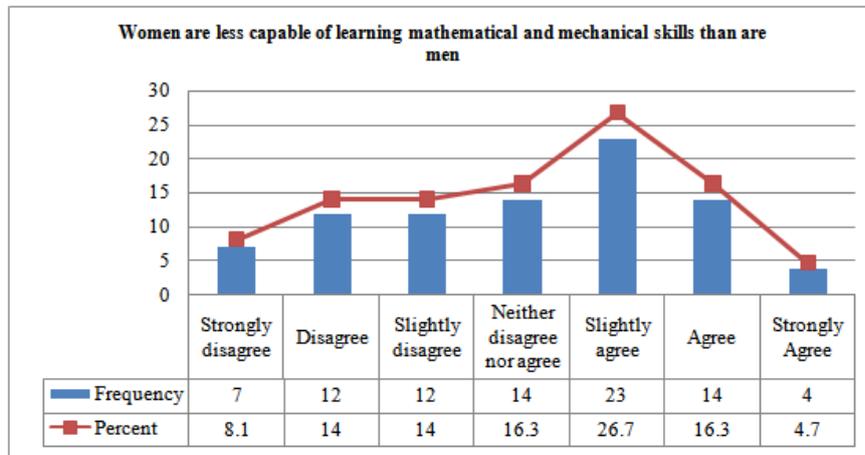
Maximum 34.9% respondents agreed with the fact that women would no more allow their emotions to influence their managerial behavior than would man. The positive responses actually reflect a favorable attitude towards women leadership.



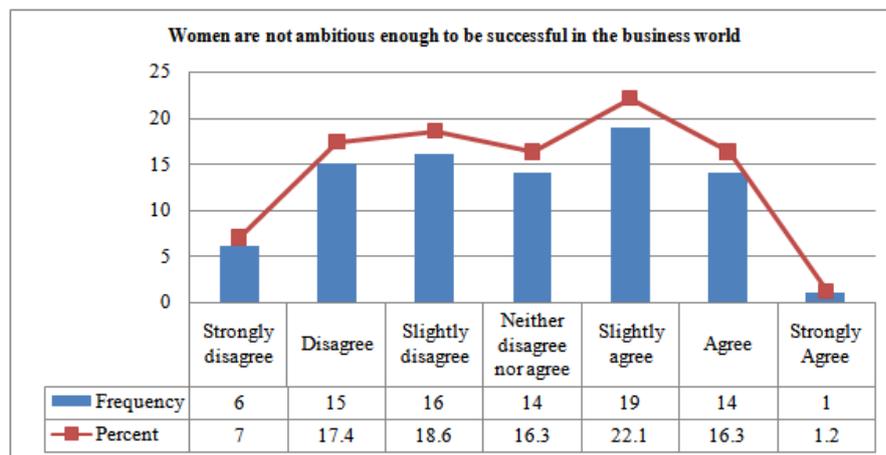
Popular opinion suggests that a women need to sacrifice some of her femininity to be successful in managerial position. The existing gender role perception work effectively to project such attitude in the society. Overall it is a negative notion existing in the population.



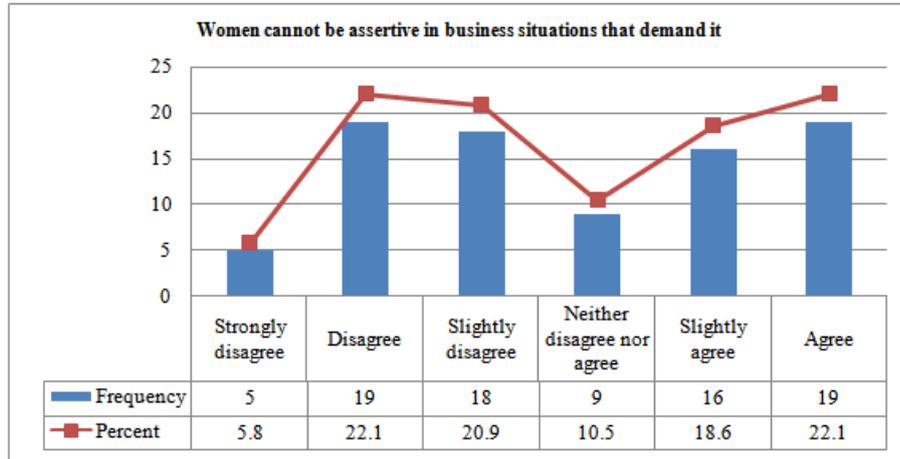
Conventional to the regular mindset of the society, the respondents think that being a better mother requires to give enough time to the children at home that a working woman cannot actually do. So the woman staying at home is deemed to be an obvious better mother than a woman sharing her time with family and work both. This though is projecting a strong negative attitude towards women managers.



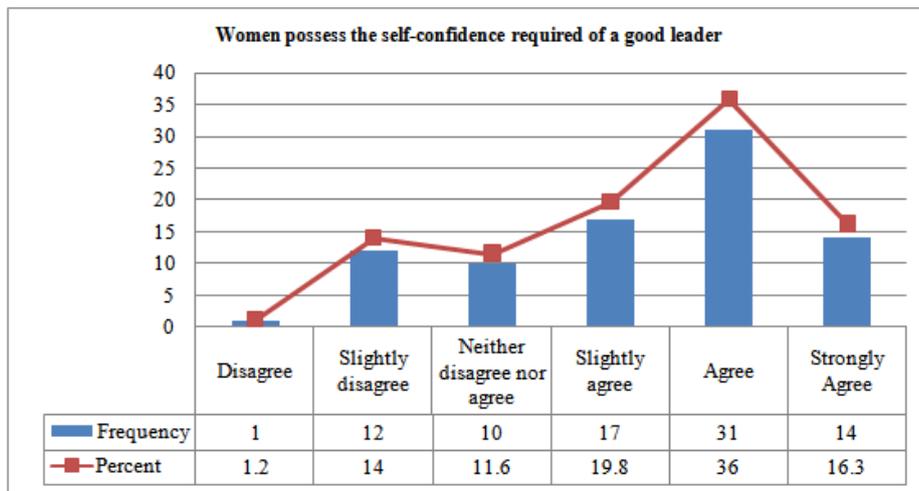
This particular statement show negative attitude towards women leadership as majority (47.7%) expressed somewhat agreement to this negative statement.



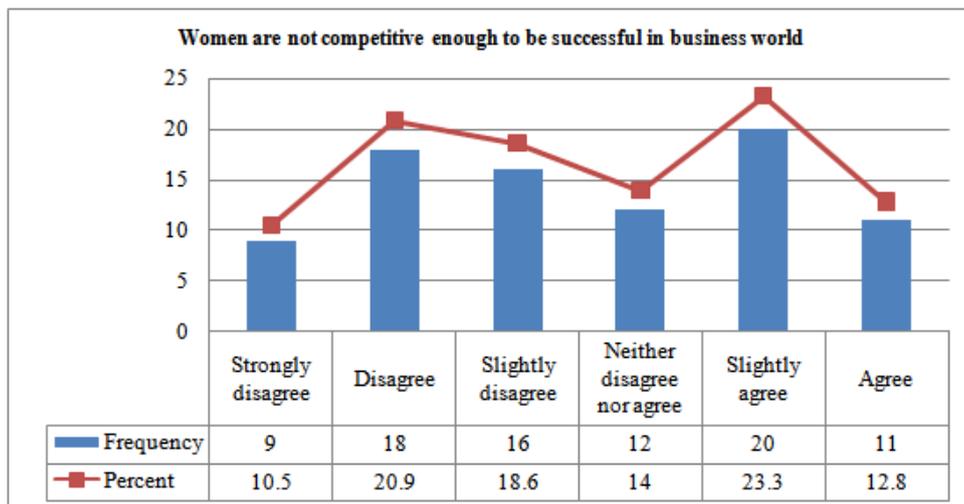
In perspective to ambition of women, people form government sector of Bangladesh projects a more varied opinion. No single strong tendency is viewed form them respondents responses.



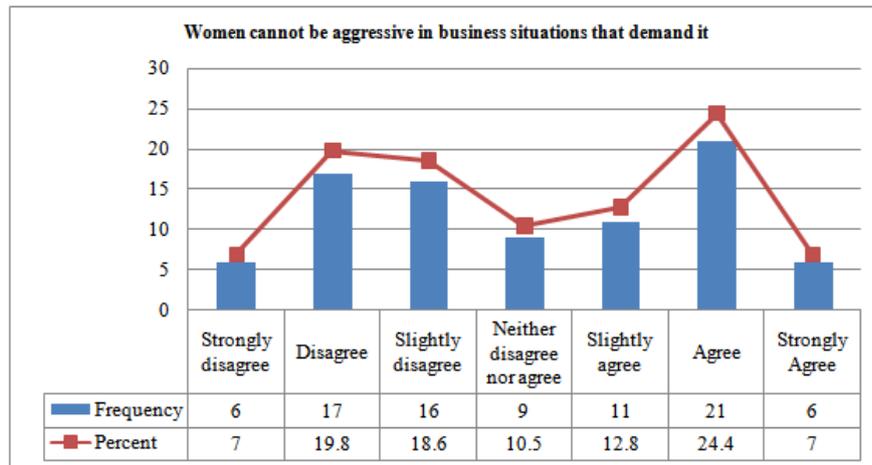
This distribution is evenly skewed in both extreme. 22.1% respondent agreed to the statement and another 22.1 disagreed. So the attitude to this factorial concept is to some extent vague in quantitative terms.



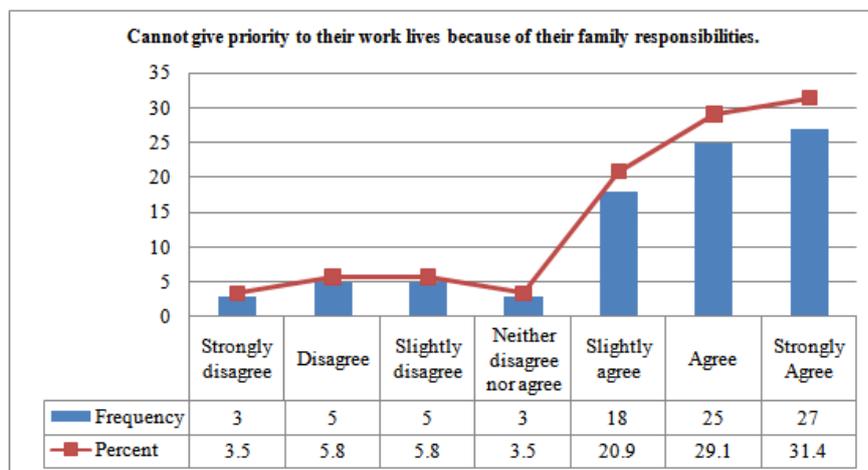
Overall response is positive. Maximum 36% of respondents agreed to the statement that women possess the self-confidence required of a good leader.



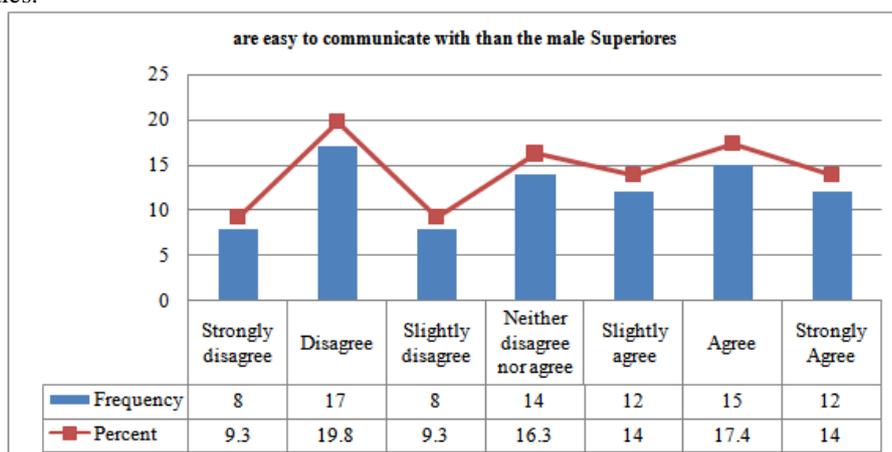
Responses about women being confident enough to be successful in business world do not project any central tendency. Rather a wide variation is viewed in the distribution and more or less every distribution is close to one another.



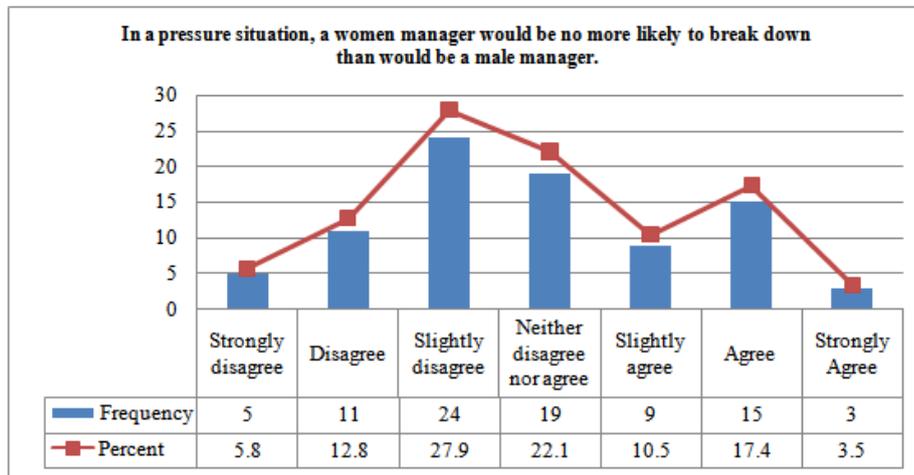
Even if maximum amount of respondents (24.4%) agreed about women not being capable of being aggressive in business situation; the response cannot be determined as the overall attitude as other response percentage lies in close proximity.



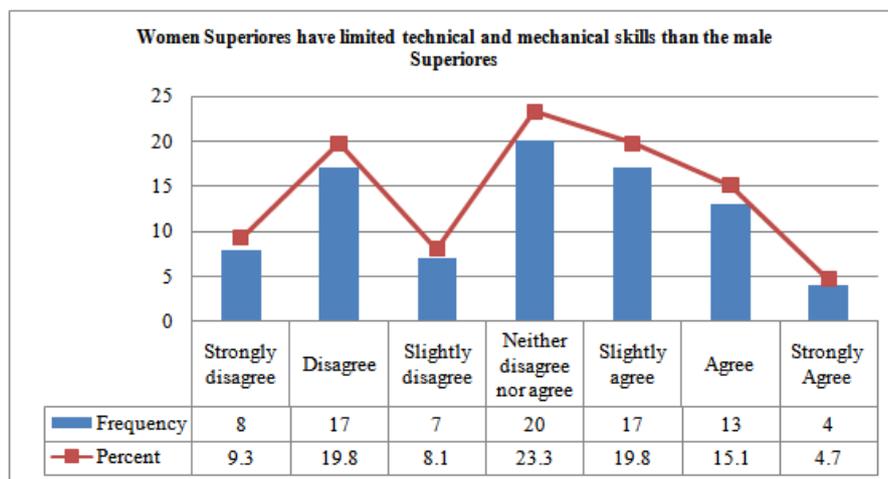
A clear indication from the frequency table is given about this distribution. The attitude is negative and popular believe is dictating that women cannot give priority to their work lives because of their family responsibilities.



No single point of stand overrules other opinion. So the attitude is indeterminable about this fact whether women are easy to communicate with than male or not.



Majority (27.9%) shows slight disagreement to the statement. That suggests that women are more likely to be break down in pressure situation in comparison with man. So this projects a negative notion towards women leadership.



The responses are scattered and have weak central tendency towards “neither disagree nor agree”. This indifference of response actually portrays limited exposure to women leadership in government sector of Bangladesh.

#### 4.6.2 Integrated Descriptive Statistics of Sample Parameter

Table 4.6.2: Overall Attitude Parameter

	N	Minimum	Maximum	Mean	Std. Deviation
Attitude	86	2.88	6.08	4.2963	.85575

In lieu of both the superiors’ and subordinates’ weak positive attitude towards women leadership in government organization of Bangladesh, the sample parameter also strengthens the notion, expressed in integrated descriptive statistics of overall sample. Sample mean is  $\bar{x} = 4.2963$ , which suggests that the attitude of the sample or the attitude of the government sector; to the concerned issue is positive but the score is not high enough declare the tendency to be total positive. Again the dispersion ( $\sigma\bar{x} = .85575$ ) of the tendency is not high in comparison to individual dispersion of the 24 statements relevant to the attitude. So this response of the sample is comparatively consistent.

## **V. Conclusion**

Existing female leaders in government organizations in Bangladesh believe that acceptability as leader mostly is determined by the qualification, not gender. Whereas, Positive attitude is more correlated with a) Level and type of education b) Reflection of past experience with female managers c) Generation thought also process attitude. New ones are more positive as the education is widespread and global knowledge is available. Success of female managers is also shaped by the family. Spouse mentality and support add or deduct possibility of success. Parents' and in laws' level of conservativeness reflected in the culture of the family does play a crucial role.

Management science is more subjective in terms of measurement of efficiency. Specific types to jobs are more suited to women than men. Gender role reflects positive perception in specific type of job that is centered in the office and does not require traveling, extra physical strength. For example, accountant. Gender role reflects negative perception in specific types of job that requires comparatively excess physical and mechanical tasks. For example, engineering.

Resulting attitude is more attributable to the top management of the organization. The example they make in terms of behavior and perception about women managers sets the rule. Enhancement of social security and morality of the citizen can empower women to work more vigilantly that will enable them to perform key leadership role. To some extent female managers prefer female Superior. This is not a strong trend, alternative preference is also detected. Superior community in government offices of Bangladesh has an overall positive attitude, but the perception is not strong as the resulting response is not consistent in the community. Subordinates in government offices in Bangladesh also have a positive view about women leadership. Again, the acceptance level is neither consistent nor strong. There is slight difference in views about women leadership in government organizations in Bangladesh between superior and subordinates even if both communities have preferably a positive attitude. As superiors set the organizational culture, the positive generated positive attitudes towards women leadership is slowly channeled in the organization to the downstream.

There is some obvious difference in perception between man and woman about women leadership. The female respondents have more positive views about women leadership. Even if the positive perception exists, the dispersion of the data proves that the perception is not consistent in sample, so is expected in population

Overall existing attitude towards women leadership in government organization in Bangladesh is positive. But, the view is not consistent. So, it can be asserted from the discussion that the population lack experience of example of good women leadership or the extent of contribution in this sector is not yet recognized in full exposure.

### **5.2 Recommendation**

From the response of the sample the burning issues were government patronization, female education, social security, family responsibilities etc. In lieu of the fact, we suggest some actions to be taken into immediate consideration-

- Existing government projects from empowering women in economy should extend more and in more depth of society. More initiative to shape up social set up with more equality concern should be introduced.
- Education sector should be focused about women empowerment in organization
- Leadership training should be introduced in education system to enable more women in leadership position.
- Religious views should be taken into consideration to make impact of mass population about women leadership concern.
- Government should take steps to ensure strict social security to make an easy access to the women in organizational leadership.

As a new nation and developing economy, the scope of contribution for female community is yet very thin in top level of organizational responsibilities in Bangladesh. In lieu of the fact that the existing lack of example of excellence in leadership position, the society is yet not ready to generate any concrete perception towards this concerned neo-phenomenon. Still, as the age old gender role perception theory limits the acceptability of women contribution in excess of family roles, the measured perception in the population is somewhat negative as found in the study. The factorial extract of this research projects that more awareness program through government synchronization of education program and other infrastructure of policy and benefits to the female community can lay future improvisation. The ultimate call for change is in social mindset. Reconstruction in mental set up of women themselves is also a requirement along with the change of the mentality of male community. A proper equal distribution of family responsibility can also

enable the women workforce to contribution in a more active and effective manner in key managerial or leadership position. Example set in government sector can disseminate proper pulse to the entire industry and in long run the underutilized resource of the population can be produce immense surge in the development of the national economy. We hope this study makes a clear concept of the scenario and proper steps will be taken soon reflecting the findings of this very study.

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**Appendix - Thematic Matrix**

<b>Respondents</b>	<b>Q1: Attitude of the Male workers</b>	<b>Q2: Difference among the officers and employees</b>	<b>Q3: Difference among the male &amp; female.</b>	<b>Q4: Children rearing &amp; Household activities</b>	<b>Q5: Gender Limitations</b>	<b>Q6: Pressure Situation</b>	<b>Q7: Other</b>
1.	Qualification is most important in case of achieving acceptance.	Attitude comes from working difference.	Female prefer female more.	Yes, it does.	It does not limit capability.	Female are patient.	Women participation should increase.
2.	Age is deemed to be a deciding factor	Officers are more open to women leadership.	Some tasks are meant for only male.	Family is more important	Safety problem is a problem. Have to be brave.	Trained in stress from childhood.	Government should patronize women leadership.
3.	New generation seem more open to female leadership.	Employees will not judge the superiors. Don't like to work under anyone's command.	Prefer working under male superior.	Family needs to be taken care of and it is always female responsibility.	Travelling and late hour work does not permitted by spouse.	Qualification is the competency.	Leadership education should be introduced.
4.	Male workers face difficulty accepting women as an officer.	Education of the employee is reflected in attitude.	Female superiors are complicated to handle	Country is not total suitable for the women officers to maintain both family and career.	Strongly feels that gender limits the ability to perform some tasks. Transportation is a huge problem.	Simultaneous processing is a instinct of female psychology.	Social mindset should be altered.
5.	Creates problem initially. Common stereotype that female managers are not capable enough	Officers have a neutral perception. In case of employees, it varies.	Male officers try to create pressure while females not. Male officers want with male subordinates and so are females.	These affect the career a lot. Household activities create problem to fulfill the sales target.	Dealing with external people creates issues. Clients sometimes create harassments.	Female can handle more pressure than male. Female grow under different pressures in our country.	People should change their attitude about female managers.
6.	Create a lot pressure to staffs. Success is not	Previous experience with female is a factor.	Male subordinates are efficient. But the need strict	Children are important than job.	Don't feel it is a big problem. Risk factor is same for	Female managers feel problem with pressure situation.	Family and religious education should train people

	possible without strict discipline.		discipline		both male and female.	But they are devoted.	to be more open for women.
7.	Male workers tend to accept male boss. Females have to be strong.	Officers' attitude varies. Some officer take female positively, some don't.	Male officers tend to accept male subordinates and so are for females. But then again, attitude varies	Not a problem if husband of the family give support.	Both male and female face same kind of problems in these issues.	In a pressure situation both male and females act same. It does not depend upon gender.	Enhanced social security for women is needed.
8.	Education of the people might be a determining factor for generating attitudes	Lack of global knowledge makes them think negative.	Females normally show more humble attitudes than male.	Doesn't create any effect. After office hour, there is huge time for all household activities.	Travelling in public transport is really an issue in our country. But in Khulna, problem is less.	Female are more efficient in multitasking.	The world is changing now. More and more females are getting job and doing business.
9.	Positive attitude	Officers prefer female in comparison to subordinates.	Education of the colleague matters.	Husband and in law's mentality is very crucial	Family responsibility limits capability to handle more work pressure at office.	Proven qualification in job sector. No further proof is required.	Education for women predication is required to inform common people.
10.	New generation accepts women more.	No difference. Superiors set the culture. They are bound to act accordingly.	Family and social education also reflects in behavior.	Spouse mentality should support the working women.	Is not a problem	We grew up under social stress. So stress is not a problem.	Government should take initiatives to empower women more..