

Attitude of Private and Public Sector Employees towards Female Managers in Ghana

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ABSTRACT

Many think-tanks and advocacy groups have sought to highlight the need to embrace women not only in mainstream employment but more importantly in leadership. The present study, which is a comparative study, looked at the differences between the traditional view of women and the attitude of employees towards female managers in the private and public sectors of Ghana. The study purposively selected 120 respondents from two private and public sector organizations with parity. Independent ‘t’ test was employed in analysing the four hypotheses. Employees from public organizations showed more favourable attitude towards female managers than employees from the private sector. Employees who had had satisfying previous interactions with female managers were likely to express positive attitude toward them than those who had had regrettable experiences. Female employees and younger employees demonstrated more favourable attitudes toward female managers than male and older employees. The present findings lend support to the social identity theory that women would be more receptive than male to the appropriateness of having women serve in managerial roles but contradict the position of the role incongruity theory that women performing agentic roles characteristic of men will be resisted because they are performing roles uncharacteristic of their gender. Implication for employers, administrators and policy makers are discussed.

Keywords: *Attitudes, female manager, social identity theory, role incongruity theory, Ghana.*

Introduction

Women in managerial positions in the corporate world have been few in almost all countries of the world and especially in some developing countries. The Beijing conference in 1995, the Fourth World Conference on Women, sought to narrow the gap between men and women and to give equal opportunity to women. To a large extent, this goal has been achieved in many developed countries. For instance in the United States, nearly 60% of adult women are in the workforce and women also hold 51.4% of all managerial and professional positions (US Bureau of Labour Statistics, 2011). However the situation in Africa is different. Despite

increasing efforts by national and international organizations to improve the status of women and get women involved in top managerial positions, the trend continues to be extremely low. In Ghana the milestone of women empowerment has been extremely gradual and low despite the fact that women represent a larger proportion of the entire population (51.3%) as compared to men (48.7%) (Ghana Statistical Service, 2010).

Although recent surveys have suggested that women are poised to climb to leadership positions, the road may be difficult because of negative bias toward women in roles that have in the past been viewed as being the preserve of men (Heilman, 1983; Wolfram et al, 2007 cited in Warning and Robert, 2008). The view of Berger, Fisek, Norman, and Zelditch (1977) that “if gender operates as a cue to legitimacy, men may be accorded more prestige simply by virtue of being male” is likely but arguably a reflection of some Ghanaians. These stereotypes have created a situation where males refuse to adhere to instructions given to them by their female superiors, negative comments are passed against female manager, and directives from female managers is less obeyed and females with qualification equal to those of men being considered less competent. Unfortunately the attitudes of females towards their fellow female managers have varied. Semra, Raheel, Sevcan, and Mehmet (2009) found that the attitudes of women towards women managers in Turkey were more negative than that of men. They also found that in Pakistan women had favourable attitudes towards male managers. Warning and Robert (2008) also reported that though females believe that other females are good managers they were not willing to work for them. Besides the stereotyping of women, there is also the problem of glass-ceiling which equally hinders women from assuming managerial positions. Ghanaian attitudes towards females though steadily changing has persistently been traditional; confining females to the kitchen (Yahaya, 1999) and encouraging them to be obedient, caring, kind and appreciative whiles males are rewarded when they display aggression, decisiveness, and detachment (Rinehart & Kols, 1988). According to Yahaya (1999) competition between males and females are discouraged. Though the general outlook seem to be changing, little research attention has been given to the comparative attitude of employees in the private and public sectors as well as the extent to which ones’ interaction with female managers affect their attitude to them.

Theoretical Underpinnings

Attitudes have been defined in several ways to show how people view others. According to Zikmund (2003) attitude is an expression of inner feelings that reflect whether a person is favourably or unfavourably predisposed to some object”. In his book, “*Business Research Methods*” (2003), he mentions that there are three components of attitude; affective (feelings), cognitive (beliefs, knowledge) and behavioural (the likely action towards the object). This definition also relates to that of Katz and Kahn’s (1978), who defines attitude as “the predisposition of an individual to evaluate some symbol or object or aspect of his world in a favourable or unfavourable manner.” Several theories of attitudes have been proposed by social psychologist over the years. The general consensus among these theorists is that attitudes influence behaviour to a great extent. In this regard, several other theories will be reviewed to form the bases of this study.

Social Identity Theory

The social identity theory by Tajfel (1978) a social-psychological theory that attempt to explain cognitions and behaviours in relation to group-processes is employed to study attitudes towards female managers in organizations. The theory was first proposed by Tajfel (1978) and later by Tajfel and Turner (1979). Tajfel defines social identity as “that part of an individual’s self-concept which derives from his knowledge of his membership in a group (or groups) together with the value and emotional significance attached to the membership”.

According to Krishnan et al. (2006) Social Identity Theory recognizes self-perceived belongingness of individuals to groups. A sense of self-reference orients an individual’s place in society. By identifying oneself as a member of a group, a relational social identity is established. Hogg and Vaughan (2002) define social identity as the individual’s self-concept derived from perceived membership of a social group. Categorization as a core concept of the social identity theory is the idea that humans categorize each other on certain grounds such as gender, age, tribe, and so on. These categories give us personal identities with a specific group. However people can belong to multiple groups simultaneously and depending on which is most dominant an individual’s identity can change. Differences between groups are accentuated and differences within groups are underestimated or restrained, based on the categorization, (Trepte, 2006). Tajfel (1981) posits that when social categorization is shared by all group members, they function as “social stereotypes” and help to interpret, explain, and justify behaviour. Following the social identity theory then, individuals are motivated to maintain a positive social identity which prejudices them in favour of their in-group (Renee & Robert, 2008).

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

Role Incongruity Theory

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

The consequence of this expectation is that attitudes are less positive towards female than

male leaders or managers. The other consequence is that it is more difficult for women to become and achieve success in leadership roles. "Women leaders often find themselves needing to exhibit behaviours considered inappropriate for their gender, such as being tough and openly competitive. At the same time, they may find themselves abandoning some of the traditional female traits of social sensitivity and service orientation (Eagly & Karau, 2002).

Related Studies

A recent study conducted by Alexander (2012) in some selected organizations in Ghana to find out the attitudes of male employees towards female managers found that of the 122 respondents who were sampled from 17 organizations, the majority of males (69.51%), preferred to work under male managers and labelled managerial positions as a masculine positions. 64 respondents representing 52.46% disagreed to statement that female managers are allowed in decision-making while 51 respondents representing 41.80% agreed. 51.64% disagreed with this view that female managers are not mentally capable of managing difficult issues at work place, 32.79% agreed they were mentally capable up for it. Alexander (2012)'s study projects the view held by some that males in Ghana basically hold unfavourable traditional attitude towards female managers due to cultural factors. However this study was limited in scope in that it considered attitude of only males neglecting females. Moreover it neglected some important variables that have been found to influence attitude for example age, educational level, marital status, interaction or experience with female managers. This limitation echoes those of Gulhati (1990) who deployed Women as Managers Scale (WAMS) in his research on "attitude towards Women Managers in India. Undoubtedly, his results were similar to those of Alexander (2012). The researcher however did not consider variables such as age, job level, and educational level and how they can collectively and individually influence attitude towards women in management positions.

On the other hand, Sayo (2011) found in his study that educational level affected attitudes of teachers towards female managers; 59.7% who had university level education were of the opinion that responsibilities in public mixed secondary schools should be shared equally among male and female teachers. A study in Addis Ababa conducted by Meba (2011) using a sample of 85 workers (50 males and 35 females) from five different organizations found that workers generally held unfavourable attitude towards female managers. The study found that; gender, age, marital status, and level of education affected workers attitude towards women managers.

Bhatnagar and Swamy (2010) conducted similar studies in India on workers attitude towards women managers. The study based on sample drawn from 101 male bank managers explored the relationship between interaction with women managers and attitude towards women managers. The results showed that there was little relationship between the extent of interaction with women managers and participant's attitudes. The study further revealed a positive significant relationship between satisfaction with interaction with women managers and attitude towards women managers. Similar study conducted on a set of 99 participants with comparable profile found that the extent of interaction with women clerks was not associated with attitudes toward women as managers. But satisfaction with interaction with women clerks, and attitude toward women as managers appeared to relate.

Okhakhume (2008) conducted a study investigating how women leaders are perceived and evaluated by their subordinates. The subordinate attitude questionnaire was administered to 222 workers in Nigeria. The results indicated that male subordinates have negative attitudes towards women leaders as compared to females, young subordinates showed negative attitude towards women leadership than older workers, subordinates with higher educational level had positive attitudes than subordinates with lower educational level, and Christian subordinates showed positive attitude towards women leaders than Muslim counterparts.

Semra, Raheel, Sevcan, and Mehmet (2009), using the Managerial Attitude Towards Women Scale (MATWES) on a sample of 219 respondents from Turkey and Pakistan found that there were significant differences in several managerial attitudes between the two countries. Both women and men in Turkey were found to have a very negative attitude towards women managers as compared to Pakistan. Women attitude towards women managers in Turkey were more negative than that of men while Pakistani women had more favourable attitudes than Turkish women towards women managers. Lastly Pakistani men showed more positive attitudes towards women than Turkish men. However Turkish women tended to prefer working with male superior than female superior.

In a cross-cultural study, Shanthi, Robert and Shiori examined attitudes towards women in four countries; U.S.A., Mexico, Japan, and India. 682 professional employees from the four countries were sampled from the four countries. The study found that attitudes towards female managers were more favourable in the U.S. followed by Mexico, then Japan, and lastly India. Their results also indicated that one's level of education, aside other factors such as an experience of work with a female manager or a female for a mentor and intolerance were all statistically significant in determining the attitudes towards women as managers in the U.S but not in the other countries. The researchers posit that the differences in level of education in the Indian, Japanese and Mexican samples were too small to yield statistically significant results for the sample sizes obtained. However their results seem to be consistent with that obtained by Meba (2006) in Addis Ababa. Carl and Lianlian (2011) also compared U.S. and China in attitudes towards female managers using managerial employees and found that American managers had more positive attitudes towards women as managers than Chinese due to differences in cultural heritage, traditions and women's conditions in the two countries.

Kathryn (2010) conducted a longitudinal study on attitudes towards women as managers comparing business undergraduate students from 1981, 2000, and 2010. The same hypothesis was retained. Their findings showed that females expressed positive attitudes towards female managers than males. This study reveals the consistency in people's attitude, it also reveals that as people age their attitude become more liberal, however it does not tell us what other factors bring about these changes in people's attitude.

The studies reviewed above have explored the traditional variable which includes gender, age, marital status, educational level. However this study placed emphasis on organization type and direct experience with female managers which have been largely ignored by most of the studies conducted on attitude towards female managers.

Hypotheses

1. Public sector employees will have a more favourable attitude towards female managers than employees from private organizations.
2. Employees who have had direct experience with female managers will show more favourable attitude towards female managers than employees who have had no direct experience with female managers.
3. Female employees will have a more favourable attitude towards female managers than male employees.
4. Younger employees will show less favourable attitude toward female manager than older employees.

METHOD

The present study focused on workers from corporate bodies in Ghana using a cross sectional research design. Four organizations (two public and private) were purposively selected for the study. The total population of the selected organizations were estimated to be 600. Out of 150 administered questionnaires, 120 usable questionnaires were received representing a response rate of 80%. Data collection was done using an adapted version of Women as Managers Scale (WAMS) developed by Terborg, Peters, Ilgen, and Smith (1977) to investigate attitudes of employees towards female managers. The WAMS was design to measure general attitude towards female managers. The WAMS is designed to test the attitudes of the respondent on several issues such as intellectual capability of women (2,5,6,16), desirability towards women in managerial roles (st. 1,3,4,7,8,9,10), perception of pregnancy and menstruation as hindrances or not (11,13,14), stereotypes of women's societal roles (7,10,15) and ambition and emotional stability of women (12, 17,18,19,20,21). The scale contained 21 items in a Likert-like format. 10 of the items were reverse scored. A reliability of .78 was recorded for this scale in the present study.

RESULTS

Table 1 is a representation of the descriptive statistics of the sample and study variables.

Table 1: Summary of Descriptive Statistics of the Sample and Study Variables

Variables	Mean	SD	N	%
Gender				
• Male	106.85	16.08	64	53.3
• Female	115.98	15.71	56	46.7
Age				
• Younger	114.10	16.19	64	53.3
• Older	107.69	15.71	56	46.7
Sector				
• Public	115.11	16.06	60	50.0
• Private	107.11	15.50	60	50.0
Experience				
• Yes	112.94	17.10	78	65.0
• No	107.71	14.00	42	35.0

Total N = 120

Hypotheses Testing

The major statistical test employed to analyze the hypotheses stated was the Independent t-test.

Hypotheses One

Independent t-test was used to test the hypothesis that “*Employees from public sector will show favourable attitude towards female managers than employees from private sector*”. A summary of the results are presented in table 2.

Table 2: Summary of Independent t-test showing difference in Type of Organization and its Influence on Attitude towards Female Managers

Type of Org.	N	Mean	SD	df	t	p
Attitude Public	60	115.11	16.06	118	2.86	0.025*
Private	60	107.11	15.50	-	-	

*p is significant at .05 level of significance

From the above table the result indicated that there is a significant difference between employees from public organization (M=115.11, SD= 16.06) and those from private organization (M=107.11, SD= 15.50) in attitude towards female managers [t₍₁₁₇₎ = 2.86, p < .05]. The result showed that private employees had less positive attitude towards female managers than public employees. Therefore the hypothesis was supported by available data.

Hypothesis Two

Table 3 shows a summary of the results of employee's experience with female managers and their attitude to them.

Table 3: Summary of Independent-t test showing Employees Experience with Female Managers and it Influence on Attitude towards Female Managers

Experience		N	Mean	SD	df	t	p
Attitude	Yes	78	112.95	17.11	118	2.35	.042
	No	42	107.71	14.01	-	-	-

From the table below it is clear that there was a significant difference between employees who have experienced female managers (M=112.95, SD=17.11) and those who have no experience with female managers (M=107.71, SD=14.01). The table also shows that the difference was significant [$t_{(118)} = 2.35, p < .05$] supporting the hypothesis stated above. The results indicate that employees with no experience showed less favourable attitudes than employees with some experience with female managers.

Hypothesis Three

The hypothesis that "Female employees will show more favourable attitude towards female managers than male employees" was tested using Independent t-test. A summary of the results are presented in table 4.

Table 4: Summary of Independent t-test showing Gender Difference in Attitude towards Female Managers

Gender		N	Mean	SD	df	t	p
Attitude	Male	64	106.85	16.08	118	-3.19	0.00*
	Female	56	115.98	15.10	-	-	-

*p is significant @.05 level of significance

The summary of results displayed in table 4 above showed that differences exist in attitude of females and males towards female managers. The analyses further showed as predicted females had a more favourable attitude (M=115.98, SD=15.10) than males (M=106.85, SD=16.08) in attitude towards female managers [$t_{(118)} = -3.19, p < .05$]. Therefore the hypothesis that females will show a more favourable attitude towards female managers than males was supported.

Hypothesis Four

Table 5 below is a Summary table of the Independent t-test results of Employee's Age and Attitude toward Female Managers

Table 5: Summary of Independent-t test table showing Age Difference and Attitude towards Female Managers

Age		N	Mean	SD	df	<i>t</i>	<i>p</i>
Attitude	Younger	64	114.10	16.19	118	2.19	.01*
	Older	56	107.69	15.71	-	-	-

* $p < .05$

The summary table above shows that difference exist in attitude of younger and older employees towards female managers. Younger employees has more favourable attitude (M=114.10, SD= 16.19) than older employees (M=107.69, SD=15.71) in attitude towards female managers [$t_{(118)}, 2.19, p < .05$]. This shows that the hypothesis was not supported.

DISCUSSION

The study found a significant difference in attitude of employees from public organizations and those from private organizations. Employees from public organizations showed more favourable attitude towards female managers than employees from the private sector. Studies have tended to sideline this variable which obviously influences peoples' attitude at work generally. The expectation of work behaviour from employees in private and public organizations differs significantly in Ghana. Procedural fairness is highly practiced in the public sector when it comes to seniority and next-in-line succession. In the case of a female manager in leader-acting position, all employees (both males and females; young and old) are enjoined to give full support and allegiance as a sign of respecting the status quo in the public sector. Low performance, unapproved extended maternity leave, child-care contingency leave and antenatal leave are feebly considered for progression. This is however the case as the private sector prides on high performance and time investment by a manager/leader. The private investor in a sense demands more than 100% of employees' time and prefers continuity without intermittent 'excuse duties' as characteristic of women managers (most of whom may be in their productive years [53.3] and shoulder multiple roles). Most private organizations inculcate this culture in their employees and it is therefore not surprising that employees in the private sector had less favourable attitude toward female managers as revealed by this study.

The current study again ascertained the influence of prior experience with female mangers on workers' attitude towards female managers. The results obtained indicated that workers who have had experience with female managers had less favourable attitude towards female managers than workers who have had no experience with female mangers. This result is however contrary to what was obtained by Deepti and Ranjini (2011) in India who found little relation between the extent of interaction with women managers and participants' attitudes. They however found that there was a significant positive relationship between satisfaction with interaction with women managers and attitude towards women mangers. Employees who have had satisfying interactions with female managers are likely to display a positive attitude towards female mangers than those who have had a regrettable experience

with working with a female manager. It is likely per the influence of the stereotypical view of female role in the African context, that many employees have adjustment problems accepting a woman as a manager or leader. From another perspective, a woman who strives to attain leadership positions is viewed by many not as assertive and enterprising but as competitive and domineering. It is not uncommon to hear many employees (both males and females) describe an active female manager as “*Obaagyata*” (which means a “*lioness*” in the Ghanaian Akan language and deemed to be more destructively powerful than the lion [an active male manager]) or “*Yaa Asantewaa*” (a brave woman in the Ashanti history who extraordinarily led her people to war in a manly fashion when most of her contemporary men were unwilling). It is apparent that the cultural leanings of most Ghanaians are still influential in determining employees’ attitude toward female managers in Ghana. It must however be noted that generally direct experience informs us about the attributes of an object and helps to shape beliefs that influence how much we like or dislike an individual and strongly reflects ‘*the mere exposure effect*’. According to Zajonc (1986) cited in Hogg and Vaughan (2010) simply experiencing something several times can affect how we evaluate it. It is not just mere experience or interaction with female managers that matters but the satisfying/unsatisfying experiences tend to invariably affect an employee’s attitude toward female managers. It is imperative to therefore conjecture that employees who have satisfying interactions with female managers may likely express positive attitude towards them than those who have had regrettable experiences.

The results indicated that women favoured their fellow women in managerial position which according to the social identity theory helps them maintain their in-group identity. The men in our study exhibited rather negative attitude towards women in managerial positions. The outcome of this study with regards to gender and attitudes towards female managers is consistent with the several studies that have been done in this regard. Gulhati (1990) the first to conduct a study on attitudes towards women as managers in India found that in India women managers had more positive attitudes towards female managers than Indian men. In a longitudinal study Kathryn (2010) compared business undergraduate students from 1981, 2000 and 2001 and found that women consistently showed positive attitude towards female managers than men. Alexander (2012) and Meba (2011) also found the similar results. The present finding is consistent with the social identity theory but contradict the position taken by the role incongruity theory. In comparing men and women on their relative receptiveness to female managers, social identity theory would propose that women would be more receptive than male to the appropriateness of having women serve in managerial roles. On the contrary the role incongruity theory will argue that women performing agentic roles characteristic of men will be resisted because they are performing roles uncharacteristic of their gender. Social identity will argue favourability towards women serving in managerial positions by women themselves which has been proved by the results of this study. This perhaps, helps to explain the unfriendly disposition towards women managers as predicted by the role incongruity theory. The present finding was not unexpected but surprising given the steady change among contemporary Ghanaians regarding gender roles. This likely reiterates the idea that some traces of the traditional gender role ideology among some men that women should have some limitations continue to linger.

The results of the last hypothesis slated for the study showed that younger employees showed more favourable attitude towards female managers than older employees. This result is however inconsistent with what Meba obtained in Addis Ababa where older employees maintained favourable non-traditional attitude towards female managers than younger employees. However the result is consistent with Okhakhume (2008) in Nigeria. A likely explanation for similarity in attitude of younger employees in Ghana and Nigeria may be due to closeness and similarity in terms of cultural orientation which moulds younger ones to give respect and honour to the elderly. From a theoretical point of view, social identity will explain the less favourable attitude of older employees towards female managers as an act to maintain positive image of themselves. According to the social identity theory individuals are motivated to maintain a positive social identity which biases them in favour of their in-group by evaluating themselves positively and others negatively. On the other hand role incongruity theory will suggest that females exhibiting agentic leadership roles characteristic of men will be negatively evaluated which explains why older employees expressed traditional roles towards female managers. The less favourable attitude of the older employees may be attributed to the fact that they are more likely to be affected by the traditional gender roles ascribed to each gender by the culture of the Ghanaian setting. Such older employees will likely be in a better position to display such cultural values since they are well versed in the cultural values and conventionally charged to be primary agents for transiting such values to the next generation.

Theoretical and Practical Implications of the Study

The current study admittedly has some implications on the theories reviewed earlier. Theoretically, the study confirms the role social identity plays in determining workers behaviour and attitude at the work place in a collectivistic setting such as Ghana. To maintain their group identity individuals in a group engage in in-group and out-group behaviour, this was adequately evident in the study. The study additionally adds empirical evidence to the incongruity in social setting especially in organizational setting. Incongruity predicts that individual exhibiting roles inappropriate of their gender will face instances of prejudice and discrimination leading to negative attitude against that individual or group. The study adequately confirms this incongruity in the organizations studied.

Delivery of high quality service and increased productivity in every organisation do not only depend on employees' proficiency but also the emotional state of the employee, their attitude towards one another at the work place and extra role employees engage in at work. It is therefore imperative that employer come to this awareness in order for them to deal with discrimination against females in the area of employment and promotion. Employee benefits must be based solely on merit and not on any other construct.

Females must be encouraged to strive harder to reach the top in their chosen profession. These women can then serve as mentors to other women who are at the lower echelons of the corporate ladder. The mentorship will also help win the heart of male employees to also strive to take up challenging and high positions in our societies. Women must also be encouraged to welcome leadership or managerial positions, because companies in which women are more strongly represented at board or top management level are the companies that perform best as indicated by a research "Women Matter" by McKinsey and Company in 2007. Attitude of the

male executives to their female counterparts largely stems from the traditional belief about women. Button and More (1985) cited in Olujide (2000) say that there is the need for male managers to change this attitude in more positive ways towards women in management. Administrators and policy makers must be aware of differential treatment against women in the business world. The researchers suggest that rather than targeting males, a general mentorship culture must be instituted in all organizations to avail all employees to leadership proclivities while ensuring healthy competition to leadership roles. This would give equal opportunities to both genders and help remove discriminations based on gender. The government and other agencies seeking to improve the status of women must be aware that equality is strongly linked to performance and that innovative and empowering initiative programmes and policies are taken to obviate discrimination levelled against female managers.

Recommendations for Future Research

Findings from the present study have practical repercussions which can help improve the relationship between female managers and their non-managerial counterparts. This will go a long way to increase employee satisfaction and increased productivity. Recommendations in the World Health Report (2006) proposed that superiors should be well-founded, fair and give employees feedback on performance in order to improve superior-employee relationship.

Other important areas of the research worthy of consideration are the influence of direct experience with female manager on attitude towards female managers as well as the difference in attitude expression of employees from public and those from private organizations. It is also recommended that a qualitative study be carried out in the collectivistic setting from the perspective of female managers to unearth their interpretations and lived experiences. Such a study may unveil some contextual and cultural underpinnings of employees' attitude toward female managers.

Even though Ghana has become a center of attraction in Africa as an emerging economy with democratic appeals, it is important that policy makers and employers continue to encourage and maintain a mentorship culture that grooms both male and female to take on leadership positions. It is refreshing as revealed by this study that 'females are no longer their own enemies' as popularly believed by many. Female employees are to continue encouraging their colleagues who strive to the top to live up to the challenge of their given responsibilities and avoid petty squabbles that tend to give meaning to traditional beliefs of gender roles and words for critics of female managers.

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