

**ATTITUDE OF SHOP FLOOR EMPLOYEES TOWARD WOMEN
MANAGERS IN FUEL DEPOTS IN LUBUMBASHI, DEMOCRATIC
REPUBLIC OF CONGO**

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DECLARATION

This research project is my original work and has not been presented for a degree in any other university.

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DEDICATION

I hereby dedicate this research project to my loving wife, Peris and our beloved children Enoch, Abigail and Elisha. This is for their patience, faithfulness and love while undertaking the study and also while away on duties. It is from my sincere heart that I say thank you and God bless.

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ABSTRACT

Shop floor employees are the backbone of all companies. Their existence and support lead to the survival of any organization. They play a very important role in the daily advancement and profitability of the same. The purpose of this study was to establish the attitude of shop floor employees toward women managers in fuel depots in Lubumbashi, Democratic Republic of Congo. The study adopted a descriptive survey design. Population consisted of one hundred and ninety three (193) shop floor employees. A semi structured questionnaire was used to collect primary data which was used in the study. In total one hundred and twenty one (121) shop floor employees responded yielding a response rate of sixty three percent (63%). Data analysis was done using frequencies, percentages and findings presented in tables, bar charts and figures. The findings of this study indicate that a negative attitude toward woman managers is rife in the Democratic Republic of Congo. At the fuel depots, the number of women working was less than a third of that of the males. This study established that women managers are rated higher in management qualities and are considered to be more honest, diligent, compassionate, creative and intelligent when compared to their male counterparts. Beauty was also seen as an added advantage to women managers as it attracts clientele courtesy. Nevertheless, respondents in this study concurred that women hated having women leaders and whenever women managers acted in a masculine way were abhorred by the women subordinates. Attitude toward women managers differ among companies, cultures and sectors on the basis of some demographic characteristics, especially the gender of subordinates. In this study, women emerge as their own worst enemy, abhorring women leadership. The gender of shop floor employees in fuel depots in the Democratic Republic of Congo determines their attitude toward the women managers. This study shows that there is need for a culture change among employees in fuel depots in Lubumbashi in order to enable them view women as equal partners at the work place. There is need for further studies to be undertaken in other sectors in the same country, Africa and globally to try and establish the attitude of shop floor employees toward women managers.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Men are blamed to be women's oppressors in the work place. Women see them as the originators of oppression and discrimination. Rodriguez (2013) claims that it is both men and women who are organizational oppressors of women. Successful organizations are those which have well developed manpower. Employees are the best assets of all companies and they are their foundation. A company's future is determined by the manpower they have. They are their building blocks. Handling them in a professional manner is worth it. Their welfare should be well gathered for. The attitudes they have can be for the detriment or success of the organizations they serve. If they develop negative feelings toward the companies they work for, then services rendered to clients is reduced (Srivasta, 2007). If they have wrong attitudes that the salary is too low, that can be taken as gospel truth. It will then lead to a go slow at work. As a result salaries can be deducted or reviewed by management.

Employers are expected to recruit staff without any discrimination. All sexes, colours, races, tribes, religions and so forth are entitled to employment without any form of discrimination. Many women are now highly qualified to be employed as Chief Executives (Lublin & Eggers, 2012). They have been employed, confirmed and promoted to such high positions. Female executives running companies have tremendously improved. In fortune 500 companies women managers are almost hitting the mark 73 percent in situations where there is only one female executive (Lublin & Eggers, 2012). Employers are supposed to offer equal opportunity employment and should be seen to practice that. In other words, they should be equal

employers. Any form of campaign by any job applicant for employment should become an automatic disqualification. If any job applicant aggrieved of unfairness, is free to lodge any complaint of discrimination through any relevant channels on the same. Promotions and payment of women managers should be done without any favour or discrimination based on sex (Silverstein & Kaitesayre, 2009). Promotions will be interfered with because of shop floor employees' attitude towards women managers.

1.1.1 Concept of Attitude

An attitude is how somebody views or thinks about something, a place or how a thing or work should be done. Graham & Bennett (1995) define attitude as when somebody leans towards a perception, try to gain knowhow about persons, activities, and matters in a certain way. It is how somebody views and reacts on circumstances or activity. It is closely related to perception which is defined as an ability to see, hear or become aware (www.oxforddictionaries.com). It adds that it is a way in which something is viewed, learned or defined. It is one of the factors in the perceiver (Nzuve, 1999). Any form of attitudes by employees towards a company policy is detrimental to its success. The resulting effect of attitudes will either be for the organization's improved production in business both directly or indirectly. Employees who are demoralised at work will interfere with the running of business and service delivery. On the other hand, employees with negative attitudes will spread to other workers (Ray, 2013). Frequent high staff turnover could have been caused by their attitudes on work. If the attitudes are positive, then employees will remain in the company (Ray, 2013). All persons both qualify to be managers of diverse fields as per their training. Both sexes excel in their academics like men or even better. Despite this, promotions are done in

a discriminative manner. This happens because of the attitudes which employers and men have toward other employees. Such attitudes make women managers feel inferior (Rogriguez, 2013). This is because majority of those in management are men and women are unrepresented.

Needs are temporary and transitional. Attitudes on the other hand lasts and is there even when needs has been exhausted (Graham & Bennett, 1995). They add that attitudes cannot be predicted and peoples' behaviour can be known in the future. They can also be grouped. The same authors claim further that when a person has a certain attitude, it will be correlated with some belief and even hold equally sincere beliefs which are different. Some people's opinion may perceive something as good but not for another. Different beliefs are held by people differently. On the other hand, perception has some relationship which is influenced by attitudes. What one person perceives as unfavourable is seen by another as okay.

Richbell (1976) claims that women feel uncomfortable with men who, for example, have hidden open discrimination by telling them jokingly that they had just passed by their office to have a chat. In such a situation, some women may take it as an offence. The attitudes some employees have that women managers cannot perform like men has been proved otherwise. A study was done on difference between women and men responsiveness in career management (Pazy, 1987). It was found out that women's career development variables were like those of men. He adds that their responsiveness to organizational career management was higher than men's. Kalii (1997) argues that there is no evidence which has established that women cannot perform well as managers. Many of those who have had opportunities have excelled.

The lucky few who have ventured into management have exceptionally good managerial traits. She claims that women have employment history performing such jobs as secretaries, teachers, nurses, and clerks. Few women participate in corporate decisions (Ngetich, 1989). Shop floor employees are represented by shop stewards in trade unions.

1.1.2 Shop Floor Employees

Shop floor is the lowest level of employment in an organizational. This is where work is done at a floor level as opposed to an office. Shop floor employees are employees employed at such a lower level in an organizational chart. They are involved in production of goods and services at the initial stages like in a factory or machine shop (<http://en.wikipedia.org/wiki/shop>). These are employees who are working in an area of operation where the job is mostly done manually as opposed to managerial responsibilities. For example, in a factory setting, shop floor employees are involved in the production of a product, be it a car, goods, books, newspapers et cetera (<http://en.wikipedia.org/wiki/shop-floor>). It adds that there are duties and expectations needed from shop floor employees as seen next (<http://wiki.answers.com/Q/what-are-the-duties-floor-employee>). They include the following: First, they have to follow instructions from management without fail. Secondly, it is expected from them to be well behaved. Thirdly, they have to be well conversant with their duties which they have to do. Fourthly, their absenteeism is never tolerated by their employers. Fifth, when they are exposed to dangerous machines or other dangers, they have to report it. Sixth, it is a requirement that they have to be safety conscious at all times. They are the backbone of the company. Without them, it will lead to the collapse of organizations.

Shop floor stewards are employees' representatives from trade unions. They represent workers at management levels during collective bargaining agreements. The study was a research on shop floor employees as opposed to managers. These are junior employees who are not in any management positions (<http://oss.sagepub.com>). The duties they perform are being assigned by managers. They are in a good position to assess or evaluate the performance of managers in running operations. Shop floor employees are in a better position to know good managers especially in managing human resources. Well managed human resources are assets of organizations and will lead to their success (Patriotta, 2003).

Human resources managers value every employee in an organization. When employees are handled well, they become assets for a company. They are the foundations of companies. In addition, they are the majority. They form the base of an organizational chart. As they are the bulk of a company, their presence is paramount. Management has to ensure that shop floor employees' welfare is gathered for. This will minimize or get rid of negative attitudes in the organization. They will value all employees including women managers who run organizations. According to Patriotta (2003) shop floor employees are critical in the running of organizations. Their lifestyles need to be understood well to avoid any disruptions of business. In case of any industrial unrest caused by shop floor employees, its effects are detrimental to an organization. If employees work as a team, then their welfare shall be gathered for.

Employees should be taught the culture of teamwork for efficient production of services. With smooth running of business, safety of employees will be enhanced. This is so critical in fuel depots where safety is paramount. Safety has a lot of

procedures which shop floor employees should understand them well. Their attitudes even to their managers should be understood. In fuel depots, we have Supervisors, Depot, Operations, Safety and Human Resource Managers. The managers who hold these positions have to encourage the culture of good shop floor employees and managers' relationships. Such relationships should be encouraged to the extent of even having jokes and humour as argued by (Collinson, 1988). Through this, shop floor employees will have positive attitude toward women managers. We shall then discuss next on women managers.

1.1.3 Women Managers

Managers are persons either women or men bestowed with the responsibility of running a business, institution or company. They either run its daily operations or oversee it. Those in management positions may not necessarily have the word 'manager' in their job titles. We may use such titles as assistant managers, manager, Head Coach, Chief Nurse, Chief Inspector of Police, Chief Executive, Executive Director, Managing Director, Chairman, Deputy/Vice President or President et cetera. They are all managers in their respective responsibilities. In this study, we are going to use the word 'managers' to represent also 'leaders', 'administrators', 'directors' or 'chief executives' and all those in responsible positions or persons in charge of different fields (Schwartz, 2012). He claims that a leader is a person who blends leadership skills. He adds that these skills include: being able to think critically or analytically, strategically, and creativity. We shall refer managers and leaders or administrators interchangeably.

Managers are supposed to be also leaders. Leaders are expected to be ahead of other people who are their followers. A good leader should lead others to a better life. Women have more modern management skills than men (Schwartz, 2012). These skills include: aware of oneself, has emotions, humble and authentic. They should be visionary for the followers to faithfully follow them. No leader is expected to lead others to a ditch. A blind person cannot lead another one. There are some leadership principles as follows: practice it, lead from all directions, be well behaved and with calmness (Kanengieter & Rajagpal, 2012). A good leader either a woman or man should possess some sound leadership skills enumerated below.

Married women managers as they advance in management face more challenges. Srivastava (2007) claims that they do not find time to show total commitments to spouse, home, children, parents and friends. Personal privacy is important here but work interferes with it causing stress. It is inevitable for women managers to match both motherhood and work. There is normally a conflict between families and work. Intelligent women normally act safe in their work places to avoid jeopardising on their families (Srivastava, Shalin 2007). Women managers have a lot to do than men because they also care for their children and spouses. They will avoid after work late night meetings. Employers should make an effort to help women employees with major issues like that. They should not be forced to attend such meetings but instead meetings should be fixed during office hours.

It is defined that well performing leaders in the present age should have a mixture of some intellectual qualities. Schwartz (2012) argues that they should perform their duties in strategic, analytical and creative ways. He adds that the weak ones will be

emotional, humble, self-awareness and emphatic. Those with excellent management skills are complete human beings (Schwartz, 2012). According to this author, he has come across many women managers with such qualities or even better than men. Men do not possess these qualities because society expects them to show power. They feel that having such qualities like compassion et cetera will manifest some weakness. If it has been found out that women are talented like men or better, then why don't many women appointed to management positions?

1.1.4 Attitude Toward Women Managers

From time memorial, people especially men has been having negative attitude toward women managers. Unfortunately, women also are against their fellow women to be managers. This has led women to gang up and fight for themselves. Governments world over has come up with bills in parliament which safeguard on the welfare of women. This has ensured that women have equal chances to be employed in government, various sectors and also be promoted. Many others are still fighting for their upward management movement. According to Rogriguez (2013), women also have negative attitude toward fellow female managers. He adds that, women managers feel that their career development is curtailed. They feel needy, inferior, vulnerable, and not able to stand on their own (Rogriguez, 2013). Women managers do have negative attitude toward their own capability. As a result some end up keeping up as they strive to climb management positions.

Women managers at all times feel an endangered species in management hierarchies. They feel that everybody is fighting them (Rogriguez, 2013). The attitudes which shop floor employees have towards women managers is important. Negative ones will

impact negatively to a company and vice versa (Collinson, 1988). According to Bass & Avolio (2006), it has been proved through research that there is no prove that women managers cannot perform. They add that some barriers have been placed along professional routes of women. There have been some expectations that such barriers were to be removed soon. Advancement in management has led employees to work as a team, agree as one in decision making and empowerment. This improvement is beneficial to women as they strive to reach management apex. The study concluded that women managers are more aggressive in effecting changes and this affects positively on employees and the company itself (Bass, and Avolio 2006).

1.1.5 Fuel Depots in Lubumbashi, Democratic Republic of Congo

These are fuel depots which companies store their fuel in bulk. When they receive imported fuel, they store them in big massive tanks which are securely kept. Fuel is stored and later sold to clients. Majority of diesel clients are mining companies in Lubumbashi, Katanga Province. Their consumption is so high unlike fuel used for commercial purposes. Fuel tanks are filled with diesel product and later sent to mines using trucks. Low quantities are sold to petrol stations and local clients.

Fuel depots each store and sell different fuel products, Jet A-1, diesel, petrol, Avgas, LPG Gas. Jet A-1 is fuel for the fuelling of aeroplanes designed for that. Avgas is also a plane fuel. Each plane is designed specifically for either Jet A-1 or Avgas fuel. We have both under and over wing refuelling of planes with Jet A-1. We only have over wing refuelling for Avgas. To avoid the danger of fuelling a plane with either Jet A-1 or Avgas, the nozzles used are designed and painted differently. LPG Gas and kerosene are both sold for cooking food. Kerosene is a downgraded Jet A-1. Jet A-1 is

one of the most sensitive and dangerous to handle. It goes through a lot of quality standards and controls before it is safe to be used to fuel a plane. It can also cause serious fires just like petrol. Petrol is normally sold by petrol stations to their local clients. Petrol is the most dangerous in causing fires. Fuel is sourced from depots which act as stores.

There were fourteen fuel depots in Lubumbashi during this study. Some of them have extended petrol stations which they use to sell product to clients along the road or in the city centre. There is no woman depot manager. Only one petrol station has a woman manager. Other women are managers in other positions like human resources, finance, public relations, marketing et cetera. Depots are very sensitive fuel installations where the highest level of safety is maintained. At times, some of them operate at night especially in fuelling planes in the airport. This becomes very difficult and disadvantageous for women to take such jobs. In Congo, men have negative attitudes towards women managers. None is willing to accept have women as managers for fuel depots and thus a research problem.

1.2 Research Problem

Graham and Bennett (1995) argue that attitudes are developed and can still be changed at will. They add that a social group of people can come up with their own attitudes which they believe in. They can arrive at some attitudes that are appropriate to them as per their standing in society. In African cultures, women are not supposed to hold leadership positions. People influence their thinking and attitudes. For example, a gang of robbers has similar attitudes which developed over time as per their experience. This is extreme level of attitudes. Graham and Bennett (1995) claim

that attitude of employees are important at work. They add that this will influence the way they view management or managers. When attitude of employees or even managers are known, it becomes easy to change them. Employees might have negative attitude toward women managers. The moment attitudes are changed to good, we have good employee relationships. Discrimination of women because of gender is like cancer and has to be eradicated. When this is achieved, equality and fairness at the work place shall be attained. All workers shall be treated equally and companies will become equal opportunity employers. The aim is to ensure that all workers enjoy equality in employment, any privileges at work, remove all forms of discrimination on gender and kill its existence in the years to come (Ward, 1965). He adds that the majority of managers are men. In this study, the researcher is not aware of any women fuel depot manager as it has been observed in the field. The nature of the job is not conducive for women. As per observation, most duties in fuel depots are performed at night, for example, offloading fuel trucks or fuelling planes. This will bring conflict between families and work as argued by Srivastava (2007). Another discrimination of women is that they are paid lowly than men (Kalii, 1997). She adds that there have been no explanations to support the disparity. Such arguments hold no water as it claims that young girls, the single, married and widowed who solely rely on earnings are disadvantaged more as a result of sex discrimination (Kalii, 1997).

In Democratic Republic of Congo, women have gone a notch higher in fighting for their rights. They have instead decided to harass men by physically fighting them. In this country, especially Lubumbashi, Katanga Province, women wield a lot of power at home and society. Through experience and observation, many women lord over men in many aspects. This is observed in their daily living. Many men work and at the

end of the month are forced by their wives to surrender monthly earnings to them. It has been observed that men have no say over their salaries or wages. Many men admit this without fear. It is their culture to 'respect' their wives who make major decisions on expenses. Employees' wives go to the extent of going to employers and demand to be told the amount of salaries earned by their husbands. If this is not handled well, infighting can occur and employees get demoralized. The jobs employees perform in fuel depots are risky. It needs employees to have good attitude and stress free as much as possible. Graham and Bennett (1995) claim that official leaders are appointed by companies to help motivate employees. They add that shop stewards are employees' representatives and they are a bridge with management.

Fuel products being handled in fuel depots are hazardous and employees have to be extremely safety conscious. At the same time, duties are at times done at night. Such risky and late night duties are not conducive for women to perform. Male employees who dare to disobey their wives are disciplined and they are inflicted visible injuries. They are even locked out of homes if they delay to report in the evenings after work. For any overtime at work, their wives have to approve in advance by talking with supervisors through phone on a daily basis. In the political sphere, few women hold political positions.

A study was done on men's and women's perceptions (Little, 2007). She argued that there are many women who have managed to penetrate in management positions but unfortunately few if any has been appointed as company executives. In her study, she investigated "ratings of competence as a function of participant gender, supervisor gender and participant job type". The results did not show any bias. Male supervisors

rated women better than women rated themselves. On the other hand, men were rated nicely which was different because men rated themselves poorly.

According to an employment statistics (1982), it was reported that General Managers and Directors who were women accounted for only 2.7 percent. Another study later came up with similar findings (Ngetich, 1989). His study was not exhaustive. He did it in the academic sector. Later another study was done by Kalii (1997) in the banking sector. It was argued that, there was a belief that women are prevented from advancing due to, some universal factors like, age, culture, domestic, societal, perceptual, economic and educational. Kalii (1997) did a research on executives' perceptions on women managers. She adds that, people still believe that the workplace is a man's domain and women belong to the home. Meso (2006) did a study on women managers' tactics to deal with challenges they face in management. These tactics include joining women clubs, being aggressive and adopting good public relations and good management skills. Kalii (1997) suggested that future research should be done on the views of employees not in authority which has been adapted in this study. Most of the studies done are on managers as respondents. This research gap motivated the study on attitude of shop floor employees toward women managers.

1.3 Research Objective

To determine the attitude of shop floor employees toward women managers in fuel depots in Lubumbashi, Democratic Republic of Congo.

1.4 Value of the Study

The findings of this study may play a role in changing negative attitude amongst employees toward women managers. On the hand, it may assist women managers to understand how their employees rate their leadership qualities. It will also help them to adopt better management strategies towards employees. In the long run it could lead to more women claiming a stake in male dominated arenas of management. This study apart from enhancing our understanding of attitudes towards women managers, it may add value to knowledge for researchers and academicians who may use it for reference purposes.

It will also help in the knowledge of managing across cultures. Businesses are nowadays managed globally. Due to an advance in technology, markets are now a global village. Human resources are assets of companies and managing them well is beneficial to organizations. This information will help in the growth of fuel companies which operate cross culturally. It will also be beneficial to governments in handling employees and their terms are developed according to such factors. Sweden government, for example, have known that women can also be good leaders and their rights have been upheld.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The International Labour Organization and all organizations of human rights advocate against any form of negative attitude in employment based on gender, its terms, promotion and relations. There is a war against negative attitude due to colour, race, and religion. A study was done on women managers' exodus in organizations (Rosen, Miguel and Peirce, 2006). They add that it was found out that 50 percent of organizations had some difficulties to retain women managers. Attitude of company stake holders contribute to their high turnover. This chapter reviews literature on attitude, attitude toward women managers and measurement of attitude as seen next.

2.2 Attitude

An attitude is a person's perception or thinking over an issue. It is how somebody perceives about something. In this study a research was done on the attitude of shop floor employee toward women managers. The Oxford dictionary defines attitude as somebody's feeling towards an issue or situation (Horny, A.S. et. al. 2010). It is also defined as a form of showing a liking or disliking of something, person, an activity or even a location. Somebody's environment or historical background can influence it (<http://en.wikipedia.org/wiki/attitude>).

Amstrong (2012) defines n attitude as a level of thinking which has been 'settled' on. They can be evaluated or rated. People arrive at certain attitudes through experience though they can change as result of a new environment, new experience, or influences et cetera. He adds that culture can also influence some norms or values, policies,

company management styles, for example, on promotions, pay, working conditions, reference persons or opinion leaders. There may be inconsistency between attitudes and behaviour. For example, somebody's beliefs or attitudes on something may be different from what it is being believed.

There are diverse beliefs on masculinity from diverse cultures. According to Beardwell and Holden (1997), masculinity becomes relevant in a society or culture where there is a distinct gender role well defined. For example, in many cultures, men are considered to be assertive, tough and focused on material success. In such societies, women are expected to be tender, modest, and concerned with quality life.

Attitudes and opinions are interrelated. It is a kind of variable which affects decision making. Measuring attitudes is not easy but researchers use scales to arrive at conclusions. Attitudes cannot be ignored. They affect the running of companies, their expansion or growth depends on this. With positive attitudes towards shop floor employees, they will enjoy their jobs and become committed. As job satisfaction increases, the work environment become conducive to work and clients are served more efficiently. Women managers who are viewed negatively will not perform (Ray, 2013).

Meso (2006) in her study claimed that women managers worldwide go through a lot of problems as a result of negative attitudes towards them. She enumerates several barriers women managers face. These include: cultural sanctions, education, legal restrictions, obstacles in the corporate world, women giving up in pursuing careers associated with men, conflicts between work and family, women's own beliefs, and stereotypes. Women managers who are willing to advance in management ladder

resort to developing tactics to survive. These include: being assertive, develop good employee relations and improve on leadership skills. Through these, women managers will be able to counter attitude of shop floor employees (Meso, 2006).

2.3 Attitude Toward Women Managers

Lack of women in top managerial position has elicited a lot of public debate in the developed countries and globally. Within the developed and developing countries, there exist many stereotypes that are expressed toward women managers. These in some cases pose as a hindrance towards career development among women. Wackman (1996) notes that traditionally men were perceived to be better suited than women when it came to handling managerial positions. In many instances, masculinity has been rooted as a quality for successful managers with women viewed as being different from men. As such they are perceived to lack the personal characteristics and skills to make good managers. Nevertheless, entry of women into managerial positions has brought this to a sharp focus (Wackman, 1996). Human rights activist world over are now fighting governments to reveal laws which are gender sensitive in employment.

Globally, countries have come up with bills and constitutions to safeguard on any negative attitude on employment based on gender. Despite this having been done, gender discrimination is still rife in many countries. Countries have come up with well developed constitutions whose provisions are supposed to be geared toward enhancement of political, economic and social uplifting of women's status (Saeed, 2004). Saeed (2004) notes that despite such constitutional developments, we can still see gender inequality in employment, more so in targeting women whose rights end

up being strangled in all cadres of the society. This is more enhanced and seen in Muslim countries, for example, Pakistan.

In Pakistan, the status of women is viewed along different perspectives; either conservatively or on liberal way. According to Khalid and Frieze (2004), conservatives abide by some traditional rules which value on the segregation of the sexes. They add that women who are viewed liberally enjoy their careers and are able even to mingle together at their work places with men across diverse professions without any fear or favour. As a result of advance in development in Pakistan today, the gender roles which had traditionally been accorded to diverse sexes have broken down as more and more women get educated and turn to employment. Despite this, they still experience challenges.

Semra, Raheel, Sevcan and Mehmet (2006) argue that in Pakistan, many organizations and educational institutions have not yet accepted women to be part of human assets which can be useful in the development of their country. They only embrace men as valuable assets but women are seen as a liability to a company's growth. While Pakistan are still lacking behind in recognition of women as managers, other countries are also at the same footing as seen next.

In Turkey, for example, we have women who occupy only 4% of top management positions (Tabak, 1989). He adds that when we consider the 500 largest manufacturing companies in Turkey, women managers account for only 15% of the labour force but for those in very senior positions they are only 3 per cent. These include positions like general managers, assistant directors, and executive officers or directors. According to International Labour Organization (1997), in the years 1970s,

1980s, and 1990s the ratio of women in managerial positions did not exceed 4%. If we compare how women are represented in management positions in Turkey with that of the United States of America and the United Kingdom, their figures agree. They have the same similarities. We can compare these studies with other findings below.

According to a study which was conducted by Semra et al (2006), its results revealed that both gender have the same attitude toward women managers. The findings showed that both men and women viewed women managers negatively but at different levels. Men showed a little negative attitude toward women managers than women whose attitude was higher when rated. Aycan (2004) justifies this and claims that the reason is because women tend to strongly internalize issues like societal attitudes toward gender roles because they act like transmitters of the same. They make them as if they are part and parcel of the problem. On the other hand, while trying to gain acceptance in organizations which are dominated by men, women tend to find it appropriate to 'to think like men' and thus suppressing their 'feminist' attitudes (Semra et al, 2006). They strive to gain a lot of training in order to overcome such challenges.

Every year, many universities graduate several women in the fields of management. They even outnumber men and soon they join either the private or public sector of our economies. Women aggressively embark on their career paths. As they progress, they are retracted along the way by the worries of the job. Firestone (2013) argues that a woman's career takes a trend. She argues that as women advance in their careers, they face several challenges. They have to balance between work responsibilities and family demands. As they reach 40 which is the peak of their careers, most of their

colleagues would surrender along the way. Many women managers realize that very few women are still fighting to climb leadership ladders. They then get discouraged, lonely, keep up and throw the towel away. This is because most of those in similar positions are men. Firestone (2013) claims that, “because many have left along the way, we have pushed ahead with our heads down and have little experience managing female colleagues”. Women who climb leadership trees successfully mount up to the tops. Eagly and Carli (2007) argue that as women progress on, they will reach the apex of a management position and unfortunately slip off crash-landing. They then will give up trying again. These authors agree with Firestone (2013) who has come up with other findings below.

Female shop floor employees do not like women managers who tend to behave like men (Firestone, 2013). They expect them to show apathy, support, sensitivity and self-disclosure. Men managers are known to be persuasive, analytical, action oriented, determined decisive, tireless work ethic and exercise authority. Women managers on the other hand show compassion, listen and collaborate. Another study also discovered that women managers are viewed negatively by female employees unlike men who highly uphold them (Koca, Arslan, & Asci, 2011). They are seen to be good at fighting over leadership positions among other women as they seek recognition.

Research has it that, women managers have excellent skills in handling people. They are able to fully understand the thinking and expectations of those they handle and can perceive from afar their thinking (Firestone, 2013). If women would use such a gift positively to its maximum, employees will be satisfied. One such Chief Executive Officer of Frontier Communications Corp is an example. She predicted that by the

year 2017, company female Chief Executive Officers will increase by 100 percent as it was then (Lublin, Joann S. & Eggers K, 2012). Half of her directors were women. Women also have difficulties to join the armed forces. It has been difficult for women to penetrate the military in many countries of the world because of the attitudes people have over them.

According to Beardwell and Holden (1997) it is beneficial to have women managers. This is because it has been found out that they are participative, have caring management styles. Organizations should be advised to take steps and encourage all their managers both male and female to acknowledge masculine/feminine strengths and weakness. They should be used to develop programs to their benefits. They report that it has been found out through studies that there are similarities and differences between performance of both male and female managers. Little (2007) on the other hand found that male supervisors rated women better than women rated themselves. Here men are rated highly but rate themselves poorly. Koca, Arslan, and Asci (2011) claim that employees rate women managers negatively. This is unlike men who uplift or hold them. Women fight themselves over positions.

Kalii (1997) claims that majority of the respondents have positive attitude to female managers than male respondents. Discrimination by men is rampant that is (64 percent) of those who hinder women from advancing. Family obligations are other problems which prevent women. She found out that women have positive attitude toward themselves than men. This could be because managers were interviewed in her study.

Rosen et al (2006) found that 50 percent of organizations find it difficult to retain employees' managers. This is to do with issues and attitudes of company stakeholders because of company politics, career development, family conflicts et cetera. They suggested that women managers should be retained. Ray (2013) argues that women managers who are viewed negatively perform poorly. Meso (2006) adds that women face barriers like culture, education, legal restrictions, obstacles in corporate world, giving up careers dominated by men, conflicts between work and family, women's beliefs and stereotypes.

Wackman (1996) found out through study that men are perceived better in managerial positions. There is no skill perceived to be good for managers. Firestone (2013) argues that most women managers give up as they try to advance through management. He adds that female employees do not like women managers who tend to behave like men. Instead, he argues that they should be apathy, supportive, sensitive and self disclosure. Koca, Auslan, and Asci (2011) claim that female employees unlike men viewed women managers negatively unlike men who highly upheld them. Women fight for positions or jobs among themselves. Firestone (2013) found through studies that women managers can perceive and understand the thinking of those they handle. We shall then discuss how attitude is measured.

2.4 Measurement of Attitude

Allport (1935) defines an attitude as a mental or neural state of readiness which has been organized through experience and exerts a direct or dynamic influence on an individual's response to situations or objects to which it is related. An attitude is a mindset or a tendency by an individual to act in a particular way owing to the individual's experience or temperament (Pickens, 2005). Albarracin, Johnson and

Zanna (2005) define attitude as a psychological tendency by an individual to view a particular object or behaviour with a degree of favour or disfavour. They view attitude as being formed through a subjective evaluation process by an individual. Attitudes are also influenced by an individual's affective and emotional responses and beliefs.

In measuring attitude, we use Likert style of rating. According to Amstrong (2006), Likert style of rating accords a respondent a choice either to agree or disagree with a given statement. Several statements are listed for a respondent to rate. It can be both negative and positive. An attitude is the same as an opinion. An opinion is defined as somebody's feeling over something, behaviour or an aspect. Saunders et al (2009) argues that an opinion is how one thinks or believes on an issue to be true or false. This is where a statement is presented to be evaluated by respondents as per their opinions. We use Likert scale to measure it. The respondent is rated from strongly agree, agree, neither agree nor disagree, disagree and strongly disagree using a scale of 1 to 5. As per opinion held, the respondent ticks the right choice according to scale. Perception is also an attitude (Amstrong, 2006).

Attitudes and perceptions are two very interrelated concepts and which are difficult to disentangle. Perception can be understood as a development of interpretation by which an individual ascribe meaning to things and is quite distinct from the evaluation process involved in attitudes. Therefore, the two influence each other. An individual's perception of people, objects or policies has an imperative influence on the individual's attitude on people, objects or policies (Eagly and Chaiken, 1993).

According to Osgood and Tannenbaum (1975) asking a person about his attitudes towards someone or something would be the most straightforward way of finding their perception towards the item under discussion. Nevertheless, considering that attitudes relate to self-image and social acceptance such a method, though straight forward, is inappropriate. This is because the people's responses may suffer from social desirability which would occur as a person tries to preserve a positive self-image. More so, the people being interviewed might not reveal their true attitudes and may end up answering in a way they feel is socially acceptable.

McLeod (2009) note that various methods of measuring attitudes have been developed in order to meet the above mentioned challenges. These measures focus on different components of attitudes which include; cognitive, affective and behavioural attitudes. Today, attitudes can be measured either through direct measurement which includes the use of a Likert scale and semantic differential or through indirect measurement which employs the use of projective techniques (McLeod, 2009).

The Likert scale was developed by Likert (1932) as a principle of measuring attitudes by asking people to respond to a series of statements about a topic, in terms of the extent to which they agree with them, and so tapping into the cognitive and affective components of attitudes. According to Bowling (1997) the Likert scale uses fixed choice response formats which are formulated to measure attitudes or opinions. It is ordinal in nature and measures levels of agreement/disagreement. They are advantageous in that the response does not come as simple yes or no answer but rather allows for degrees of opinion, and even no opinion at all. A Likert scale generates quantitative data which can be analyzed with relative ease. A Likert-type scale

assumes that the strength/intensity of experience is linear, i.e. on a continuum from strongly agree to strongly disagree, and makes the assumption that attitudes can be measured (McLeod, 2008). Nevertheless, a Likert scale is susceptible to social desirability.

Projective Techniques uses various indirect measures of attitudes that seek to avoid the challenge of social desirability. Indirect methods typically involve the use of a projective test which involves presenting a person with an unclear or incomplete stimulus such as picture or word. The individual's interpretation of the stimulus is then sought. Inference is then made from the individual's interpretation of the incomplete or ambiguous stimulus (McLeod, 2009).

This study adopted the use of a five point Likert scale in the measure of attitude of shop floor employees toward women managers. In measuring attitude, we use Likert style of rating. According to Armstrong (2006), Likert style of rating accords a respondent a choice either to agree or disagree with a given statement. Several statements are listed for a respondent to rate. It can be both negative and positive. An attitude is the same as an opinion. An opinion is defined as somebody's feeling over something, behaviour or an aspect. Saunders et al (2009) argues that an opinion is how one things or believe on an issue to be true or false. This is where a statement is presented to be evaluated by respondents as per their opinions. We also use likert scale to measure it. The respondent is rated from strongly agree, agree, neither agree nor disagree, disagree and strongly disagree using a scale of 1 to 5. As per opinion held, the respondent ticks the right choice according to scale. Perception is also an attitude (Armstrong, 2006).

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter covers the research design, target population, data collection and data analysis of the study.

3.2 Research Design

This research adopted a descriptive census survey design. The study population was one ninety three (193) shop floor employees located in a single town, Lubumbashi which is the second largest city in Democratic Republic of Kenya. As the population was not high and sparsely distributed the study opted for the census survey. This gave all the employees an equal opportunity to participate in this study while at the same time enhancing security surrounding the accuracy of the results. As the census survey included all the shop floor employees it was easy to administer as sampling was not needed.

3.3 Population of the Study

The target population in this study was 193 shop floor employees in eleven fuel depots in Lubumbashi, Katanga Province in Democratic Republic of Congo (Staff Payroll, July 2013). All the employees were studied.

3.4 Data Collection

The study used primary data. A semi-structured questionnaire was used to gather primary data. The questionnaire was divided into two, demographic data and attitude

of shop floor employees toward women managers. The two sections are A and B. The questionnaire was administered through the drop and pick later method.

3.5 Data Analysis

Data was generated through the semi-structured questionnaires. Descriptive statistics was used to analyse the data. Frequencies and percentages, tables, and bar charts were used to present the findings. The findings obtained were discussed and formed the basis for the research findings, conclusion and recommendations.

CHAPTER FOUR

DATA ANALYSIS, RESULTS AND DISCUSSIONS

4.1 Introduction

This chapter presents the respondents' characteristics and discusses the gathered data in view of answering the research objective. The chapter gives the demographic characteristics of the respondents and discusses shop floor employee's attitude toward women managers in Lubumbashi, Democratic Republic of Congo.

4.2 Sample Characteristics

In this study one hundred and ninety three (193) questionnaires were administered to shop floor employees in eleven (11) fuel depots. All the shop floor employees were selected as the target population for study. In total, one hundred and twenty one (121) questionnaires were submitted back having been fully answered and these formed the basis for the primary data for this study.

4.2.1 Response Rate

Out of all the 193 shop floor employees to whom questionnaires were administered 64% (n=121) of them handed the questionnaires back when they had fully filled. On the other hand the non-response is 36% (n=72).

4.2.2 Gender

Information on the gender of the respondents is provided in Table 4.1.

Table 4.1 Gender

| Gender | Percentage (%) |
|---------------|-----------------------|
| Female | 24 |
| Male | 76 |
| Total | 100 |

Source: Author (2013)

Table 4.1 indicates that most of the respondents 76% of the respondents in this study were men while 24% were women.

4.2.3 Age Bracket

Table 4.2 Age Bracket

| Age Bracket | Percentage (%) |
|--------------------|-----------------------|
| 18 – 26 yrs | 8 |
| 27 – 34 yrs | 45 |
| 35 - 44 | 25 |
| Over 44 yrs | 22 |
| Total | 100 |

Source: Author (2013)

Table 4.2 above shows that 45% of the respondents were aged 27 – 34 years whilst 25% were aged between 35 – 44 years, twenty nine percent (22 %) were aged over 45 years and 8% were between 18 – 26 years.

4.2.4 Marital Status

Table 4.3 Marital Status

| Marital Status | Frequency | Percentage (%) |
|-----------------------|------------------|-----------------------|
| Married | 96 | 79 |
| Single | 24 | 20 |
| Widower | 1 | 1 |
| Total | 121 | 100 |

Source: Author (2013)

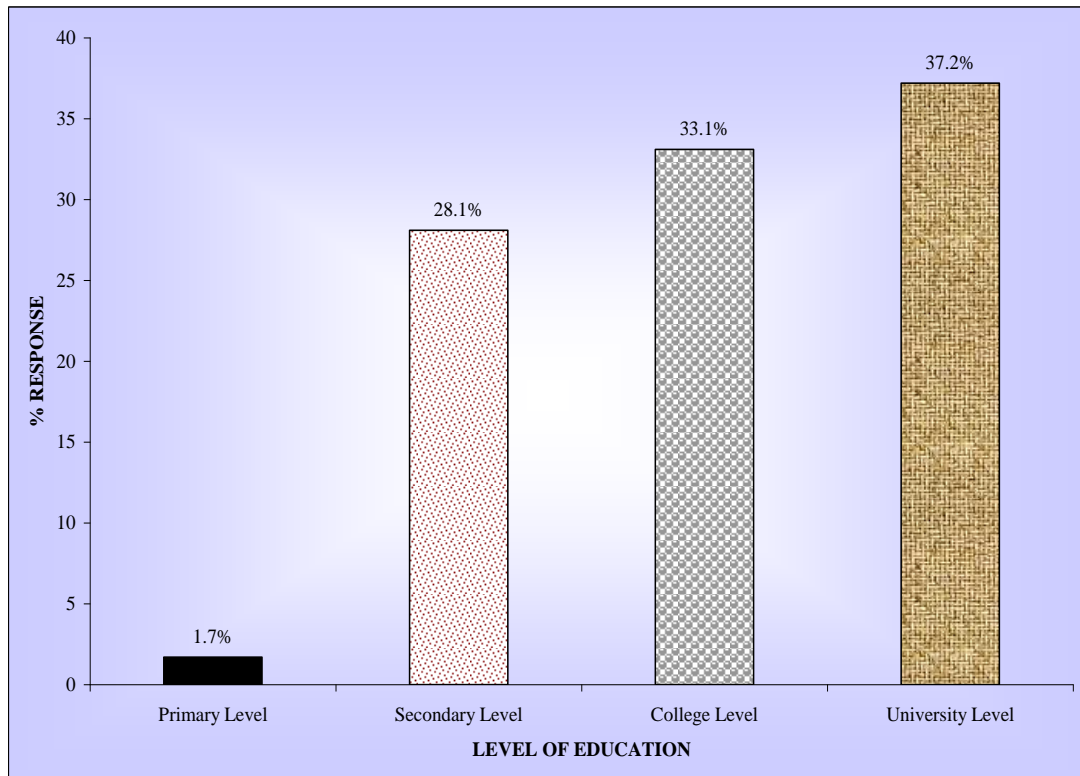
Table 4.3 indicates that 79% of the respondents were married while 20% were single and 1% widowers. The high percentage of married respondents is construed to indicate that most of the respondents employed in the fuel depots had families that were dependant on them. The high percentage of married respondents is construed to indicate that most of the respondents employed in the fuel depot.

4.2.5 Highest Level of Education

This section discusses the highest level of education of the respondents as highlighted in Figure 4.1. The figure reflects the educational qualifications of the respondents. In the figure, 37.2% of the respondents had attained university education, 33.1% had been up to college with 28.1% having secondary education as their highest level of education while 1.7% had basic education (up to primary level). The results of this study indicate that most of employees in the fuel depots were well educated.

According to Zindiye (2008) education increases the likelihood of one landing a good business or employment opportunity.

Figure 4.1 Highest Level of Education of Respondents



Source: Author (2013)

4.2.6 Length of Service

Table 4.4 Length of Service in the Company

| Duration of Service | Percentage (%) |
|----------------------------|-----------------------|
| Less than one year | 14 |
| 1 - 3 yrs | 32 |
| 4 - 5 yrs | 34 |
| Above 5 yrs | 20 |
| Total | 100 |

Source: Author (2013)

This section discusses the length of service of shop floor employees in Lubumbashi. The duration of time that the employees had served in a company was important for this study because the attitude on an issue is dependent on time. Ajzen (2002) note that the measure of attitude must be directly compatible with the behavior in terms of action, target, context, and time elements.

Table 4.4 indicates that most of the respondents (34%) had been employees in their respective companies for 4 – 5 yrs while 32 % for between 1 – 3 yrs, 20% for more than 5 years and those who had worked in their respective companies for less than one year were 14%. Cumulatively, the highest percentage (54%) of the shop floor employees had been with their respective companies for more than four years. In consideration of the nature of the subject, which dwells perception, the study found the high composition of employees who had been with their companies for more than four years ideal for this study.

4.2.7 Organisational Composition

Table 4.5 Organizational Composition of Companies

| N ^o | Fuel Depots | No of Women Shop Floor Employees | No of Men Shop Floor Employees | No of Women Managers | No of Men Managers | % Ratio of Women Managers Vs Men Managers (Managerial) |
|----------------|-------------------|----------------------------------|--------------------------------|----------------------|--------------------|--|
| 1 | HASS Petroleum | 8 | 29 | 2 | 5 | 40 |
| 2 | SEP-CONGO | 3 | 30 | 2 | 6 | 33.3 |
| 3 | Mulycap Petroleum | 3 | 6 | 1 | 3 | 33.3 |
| 4 | ENGEN Petroleum | 1 | 2 | 0 | 2 | 0 |
| 5 | 'AN Company' | 1 | 18 | 0 | 5 | 0 |
| 6 | UNITED Petroleum | 1 | 14 | 1 | 4 | 25 |
| 7 | EXPRESS OIL | 2 | 22 | 1 | 5 | 20 |
| 8 | MOGAS OIL | 2 | 8 | 2 | 4 | 50 |
| 9 | CONGO PETROL | 3 | 21 | 0 | 6 | 0 |
| 10 | SARP OIL | 2 | 7 | 1 | 4 | 25 |
| 11 | SPC | 2 | 8 | 1 | 3 | 33.3 |
| | TOTAL | 28 | 165 | 11 | 47 | |

Source: Author (2013)

Table 4.5 above shows the number of managers as per gender in all the fuel depots in Lubumbashi, in the Democratic Republic of Congo. Majority of the managers in each of the companies are male.

4.3 Attitude of Shop Floor Employees Toward Women Managers

In this section, the study looks at the attitude of respondents towards women managers. A five point Likert scale was used to rate the attitude of shop floor employees toward women managers. Respondents rated their attitude toward women managers on a 5 point Likert scale (1 = Strongly Agree (SA), 2 = Agree (A), 3 = Neither Agree nor Disagree (N A/D), 4 = Disagree (D), 5 = Strongly Disagree (SD). The highest score on the scale (5) is for ‘strongly disagree’ which indicates an unfavourable attitude; 3 indicate a neutral or undecided stand while 1 strongly agree indicates an favourable attitude. .

According to Uebersax (2006) a Likert scale measures attitudes. While using a Likert scale, participants in a study rate some given attitudes or attributes to the extent at which they agree or disagree with predetermined statements. In this section, 17 statements were listed and the respondents were expected to rate them.

In this section the differentials of Wisker (1996) of managers from leaders come into focus. Whereas leaders are “involved in a mission; motivation; creativity and change, managers concentrate more on organizations; time; space and people relationships, negotiating structures and systems.”

The table below gives the findings of the study on the general attitudes of the respondents towards women managers.

Table 4.6 Employees Attitude toward Women Managers

| Statements on Women Managers | SA | A | N A/D | D | SD | Mean |
|---|----|----|----------|----|----|-------------|
| Disliked because they behave in a Masculine Way | 12 | 20 | 11 | 21 | 36 | 3.47 |
| Cannot Easily Penetrate into some jobs because men have dominated them | 11 | 12 | 13 | 37 | 26 | 3.64 |
| Are not exposed to the same training facilities as men | 6 | 18 | 9 | 27 | 40 | 2.23 |
| Restricted in employment and cannot easily be promoted further | 9 | 27 | 12 | 28 | 24 | 3.37 |
| Not liked by employees because they are not supportive, sensitive, emphatic and self-disclosure | 8 | 14 | 26 | 22 | 31 | 3.52 |
| Those who are lucky get promotion just by chance | 14 | 15 | 8 | 28 | 35 | 3.96 |
| Those who are pregnant become ineffective | 23 | 27 | 12 | 24 | 13 | 3.20 |
| Generally view themselves as not superior as men | 13 | 22 | 12 | 29 | 24 | 3.29 |
| Attain positions by copying men's traits like determination, decisiveness, tireless & authoritative | 17 | 25 | 24 | 21 | 13 | 2.88 |
| Tend to be naturally poorer than men at reading facial expressions for clues to the owner's state of mind | 12 | 19 | 24 | 28 | 17 | 3.21 |
| Been encouraged by society to see their future in terms of caring to their families and can't perform | 7 | 17 | 25 | 25 | 26 | 2.55 |
| Poor in nurturing clients unlike when nurturing their children | 24 | 22 | 21 | 22 | 11 | 2.76 |
| Erratic, too emotional and cannot make Sound decisions | 17 | 19 | 13 | 29 | 22 | 2.80 |
| Are exposed to a lot of stress because of family commitments and work responsibilities | 22 | 36 | 17 | 12 | 13 | 2.56 |
| Hated by women as their leaders | 18 | 38 | 20 | 15 | 9 | 2.59 |
| Rated poorly in management qualities such as honesty, intelligence, diligence, compassion and creativity | 3 | 5 | 24 | 43 | 25 | 3.81 |
| Marketers should not be beautiful. Will not Attract courtesy of their beauty | 9 | 12 | 13 | 33 | 33 | 3.68 |

Source: Author (2013)

As can be seen from table 4.7 the statement with the least mean was '*Women managers are not exposed to the same training*' which had a mean score of 2.23

falling on the disagree scale. In the study, 39.7 of the respondents strongly disagreed with this attitude. This is an indication that respondents felt that a women manager and men manager go for the same training since the position of management has specific trainings. So women managers were not disadvantaged on their training. The mean for the statement '*women cannot easily penetrate into some jobs because men have dominated them*' scored a mean of 3.64 indicating that most the respondents agreed with the statement. It means women managers do not have equal chances to penetrate even jobs where men dominate. The same case of respondents disagreed with the statement '*women who are lucky get promotion just by chance*' and the statement '*women are not supportive, sensitive, emphatic and self-disclosure*' all this fell within the disagree range. This is true because women in high positions attain that not by sheer luck but hard work. It is known and seen that women managers are supportive. This can be seen from the results of the study which showed that women managers being rated highly on management skills.

The mean score of women being disliked for behaving in a masculine way was 3.47. When that is rounded off, it falls on the neither agree nor disagree scale. Respondents here were neutral because women who attain management positions are seen as if they do not deserve. It is because of the attitudes people have by assuming that all managerial positions are for men. The following too fell on the neither agree nor disagree scale when the weighted mean was calculated: First, they have been encouraged by society to see their future in terms of caring for their families and homes. So they cannot perform. It falls in the neutral scale. Second, they are restricted in employment and cannot easily be promoted further. Thirdly, they are generally view themselves as not superior as men. Fourth, they are best in nurturing

clients as they do to their children. Fifth, those who are pregnant become ineffective. Sixth, they tend to be naturally better than men at reading facial expressions for clues to the owner's state of mind and opinion. Seven, they are erratic, too emotional and cannot make sound decisions. Eight, they are exposed to a lot of stress because of family commitments and also work responsibilities. Nine, they attain positions by copying men's traits like determination, decisiveness, tireless work ethic, and effective use of authority. Ten, they are hated by women as their leaders.

Nevertheless the respondents rated women as rating higher in management qualities like honesty, intelligence et cetera with the weighted mean being 3.81 (agree). The respondents also agreed (3.68) that women marketing managers should be beautiful to attract clients courtesy of their beauty.

According to Bennet (1997), in the world of today, female managerial attributes are suitable all managerial positions. Women managers lean towards styles of management which look feminine, are considered suitable for contemporary business than men managers.

4.3.1 Shop Floor Employees Attitude toward Women Managers

Table 4.7 Employees Attitude Toward Women Managers

| Statements on Women Managers | Unfavourable (%) | Und (%) | Favourable (%) |
|---|------------------|---------|----------------|
| Disliked because they behave in a Masculine Way | 32 | 11 | 57 |
| Cannot Easily Penetrate into some jobs because men have dominated them | 23 | 14 | 63 |
| Are not exposed to the same training facilities as men | 24 | 9 | 67 |
| Restricted in employment and cannot easily be promoted further | 36 | 12 | 52 |
| Not liked by employees because they are not supportive, sensitive, emphatic and self-disclosure | 22 | 25 | 53 |
| Those who are lucky get promotion just by chance | 29 | 8 | 63 |
| Those who are pregnant become ineffective | 50 | 13 | 37 |
| Generally view themselves as not superior as men | 35 | 12 | 53 |
| Attain positions by copying men's traits like determination, decisiveness, tireless & authoritative | 42 | 24 | 34 |
| Tend to be naturally poorer than men at reading facial expressions for clues to the owner's state of mind | 31 | 24 | 45 |
| Been encouraged by society to see their future in terms of caring to their families and can't perform | 24 | 25 | 51 |
| Poor in nurturing clients unlike when nurturing their children | 46 | 21 | 33 |
| Erratic, too emotional and cannot make Sound decisions | 36 | 13 | 51 |
| Are exposed to a lot of stress because of family commitments and work responsibilities | 58 | 17 | 25 |
| Hated by women as their leaders | 56 | 20 | 24 |
| Rated poorly in management qualities such as honesty, intelligence, diligence, compassion and creativity | 8 | 24 | 68 |
| Marketers should not be beautiful. Will not Attract courtesy of their beauty | 21 | 13 | 66 |

Source: Author (2013)

In table 4.7 the attitudes were grouped into three categories namely unfavourable, undecided (UND) and favourable. Strongly agree and agree were considered unfavourable statements while strongly disagree and agree were grouped into the favourable categories.

Some of the respondents (66%) strongly disagreed that marketers should not be beautiful. This means that the respondents were of the view that marketers should be beautiful as this would help them attract courtesy. Majority of the respondents indicated that women rated highly (68%) in management qualities such as honesty, intelligence, diligence compassion and creativity.

The table ranks these attitudes as perceived by the respondents after attributes were group.

Table 4.8 Table giving five most ranked attitudes

| AGREED TO | DISAGREED TO |
|---|--|
| Are exposed to a lot of stress because of family commitments and work responsibilities | Rated poorly in management qualities such as honesty, intelligence, diligence, compassion and creativity |
| Hated by women as their leaders | Are not exposed to the same training facilities as men |
| Those who are pregnant become ineffective | Marketers should not be beautiful. Will not Attract courtesy of their beauty |
| Poor in nurturing clients like when nurturing their children | Those who are lucky get promotion just by chance |
| Attain positions by copying men’s traits like determination, decisiveness, tireless and authoritative | Disliked because they behave in a Masculine Way |

Source: Author (2013)

According to Broverman, Vogel, Broverman, Clarkson, and Rosenkrantz, (1972) the existence of sex stereotyping and negative attitudes where they exist may be a hindrance to career development of women executives. Semra et. al (2006) state that males and females have a negative attitude toward women managers. Therefore, this section analyses data on shop floor employees by taking consideration of their response in relation to gender. This will go along in making comparison with studies done in different sectors on the same.

Table 4.9 Shop Floor Employees Attitude toward Women Managers by Gender

| Statements on Women Managers | | Employees | |
|--|--------|-----------------|-------------|
| | | Female | Male |
| They behave in a masculine way | % | 66.9 | 33.1 |
| | Rating | Agree | Disagree |
| Cannot easily penetrate into some jobs because men have dominated them | % | 61.3 | 38.7 |
| | Rating | Neither A/D | Disagree |
| Are not exposed to the same training facilities as men | % | 3.13 | 1.93 |
| | Rating | Neither A/D | Disagree |
| Restricted in employment and cannot easily be promoted further | % | 57.0 | 43.0 |
| | Rating | Neither A/D | Disagree |
| Not liked by employees because they are not supportive, sensitive, emphatic and self-disclosure | % | 61.7 | 38.3 |
| | Rating | Neither A/D | Disagree |
| Those who are lucky get promotion just by chance | % | 60.2 | 39.8 |
| | Rating | Neither A/D | Disagree |
| Those who are pregnant are ineffective | % | 59.9 | 40.1 |
| | Rating | Agree | Neither A/D |
| Generally view themselves as not superior as men | % | 57.8 | 42.2 |
| | Rating | Neither Agree/D | Disagree |
| Attain such positions by copying men's traits like determination, decisiveness, tireless work ethic and effective use of authority | % | 62.3 | 37.7 |
| | Rating | Agree | Neither A/D |
| Tend to be naturally better than men at reading facial expressions for clues to the owner's state of mind or opinion | % | 57.9 | 42.1 |
| | Rating | Agree | Neither A/D |
| Been encouraged by society to see their future in terms of caring for their families and homes. Cannot perform | % | 57.4 | 42.6 |
| | Rating | Neither Agree/D | Disagree |
| Best in nurturing clients as they do to their children | % | 56.1 | 43.9 |
| | Rating | Neither A/D | Neither A/D |
| Erratic, too emotional and cannot make sound decisions | % | 57.9 | 42.1 |
| | Rating | Agree | Neither A/D |
| Are exposed to a lot of stress because of family commitments and work responsibilities | % | 56.3 | 43.7 |
| | Rating | Agree | Neither A/D |
| Hated by women as their leaders | % | 55.7 | 44.3 |
| | Rating | Agree | Neither A/D |
| Rated higher in management qualities like honesty, intelligence, diligence, compassion & creativity | % | 51.9 | 48.1 |
| | Rating | Agree | Agree |
| Marketers should be beautiful. Attract Courtesy of their beauty | % | 3.97 | 3.58 |
| | Rating | Agree | Agree |

Source: Author (2013)

As it can be seen from table 4.9 above, there exists glaring difference in the ranking of certain attitudes expressed towards woman managers when the data is analysed by gender. Amongst the 17 attributes the male and female respondents are on agreement on two attitudes toward women. First, women managers are rated higher in management qualities like honesty, diligence, intelligence, compassion and creativity. Secondly, marketing managers should be beautiful to attract clients courtesy of their beauty. On the attitude that women managers are good at nurturing clients as their children, both genders neither agreed nor disagreed.

The attitude that women managers are disliked because they behave in a masculine way had different results. While the females agreed, men disagreed on this. It was a different case on the following attitudes which both males and females were in agreement. While men disagreed, males neither agreed nor disagreed as seen next. First, women managers are ineffective when pregnant. Second, they attain such positions by copying men's traits like determination, decisiveness, tireless work ethic and effective use of authority. Third, tend to be naturally better than men at reading facial expressions for clues to the owner's state of mind or opinion. Fourth, erratic, too emotional and cannot make sound decisions. Fifth, are exposed to a lot of stress because of family commitments and work responsibilities. Sixth, women managers are hated by women as their leaders.

When asked to rate women managers on the aspect that they have difficulties to penetrate into some jobs because men have dominated them, we had diverse results. Women neither disagreed nor agreed but the men disagreed. Female respondents neither agreed nor disagreed on the statement that women managers are restricted in employment and cannot easily be promoted further. On the other hand, men disagreed

on restriction of women. The attitude that women are not exposed to the same training as men has the same results like that of restrictions for both genders. The males disagreed that female managers were not supportive, sensitive, emphatic and self-disclosure. The females neither agreed nor disagreed on the same attitude. The females neither disagreed nor agreed that women who were lucky got promotion just by chance while the males disagreed.

Both genders had the same attitude the next two statements. First, women managers generally view themselves as not superior as men. Secondly, they have been encouraged by society to see their future in terms of caring for their families and homes and so cannot perform. In both cases, the results showed that females neither agreed nor disagreed while males disagreed.

In this study, it is noted that females are in agreement to about fifty three percent (53) of the attitudes listed. These are over half of the statements under study. They agree that: women managers behave in a masculine way, ineffective when they are pregnant, attain such positions by copying men's traits, able to read facial expressions of clients, erratic or emotional in decision making, exposed to a lot of stress due to family commitments, hated by women as leaders, rated higher in management qualities and beautiful marketing managers attract clients courtesy of their beauty. This is enough evidence that women are enemies of themselves in attaining management positions. Most companies employ women human resource managers who make such decisions on employment. In politics, women are the majority and the few elect their own. On the other hand, males agreed on only two statements out of the seventeen of the attitudes under study. In two of the attitudes, females are also in agreement with males. These are the last statements, which are: women managers are

known to be having excellent management skills and women marketers who are beautiful attract clientele courtesy of beauty. No wonder companies in the marketing or media look at the outward beauty in addition to academics. Through these results, we are able to make the following recommendations in the next chapter.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This study aimed at establishing the attitude of shop employees toward women managers in fuel depots. A questionnaire was used to gather the primary data for the study from the shop floor employees. This chapter therefore presents the summary of findings, conclusions, recommendations, limitations of study and suggestions for further study.

5.2 Summary

The findings of this study indicate that gender discrimination thrives in the Democratic Republic of Congo with women being at the receiving end. The number of women working in the fuel depots is less than a third of the number of men working in the same. Nevertheless, women managers are rated higher in management qualities and are considered to be more honest, diligent, compassionate, creative and intelligent when compared to their male counterparts. Both genders agreed on this positive attribute of women managers. The study found out that beauty is an added advantage to women managers as it attracts clients courtesy of that which both genders concurred. Another attitude which both genders agreed is that women hate to have women leaders. The women respondents felt that women managers whenever they act in a masculine way they are abhorred, a position that the men refuted.

5.3 Conclusions

The attitude toward women managers differ among companies, cultures and sectors on the basis of some demographic characteristics, especially the gender of

subordinates. In this study gender played a fundamental contribution to the attitude of shop floor employees toward the women managers. The female respondents were of the view that pregnancy contributes to ineffectiveness among female managers. They also believed that women were disliked because they attain their positions by copying their male counterparts. They too agreed that women are exposed to a lot of stress because of their family commitments and work responsibilities.

On the other hand, the male respondents disagreed that women managers do not undergo similar trainings like their male colleagues. On the whole both genders were neutral on women managers being able to deal with clients as they nurture them as they do with their children.

In sum, most of the attitudes expressed by each gender differed greatly from that of the other. The gender of shop floor employees in fuel depots in the Democratic Republic of Congo determines their attitudes toward the women managers. In this study, it was found out that majority of the respondents (43 percent) rated women managers highly on management skills like honesty, diligence, creativity, compassion, intelligence and so forth. Both men and women were in agreement in this factor. On the other hand, about 38 percent of the respondents agreed that women dislike having women as managers. Both men and women agreed on this factor. It shows that women are enemies of themselves. Several studies are in agreement with this result as seen next. According to Little (2007), she concluded in her study that women rated men better while men rated themselves poorly. Rogriquez (2013) argues that women have negative attitudes towards women. This is also in agreement with Firestone (2013) who argued that female employees do not like women managers who behave like men. Koca, Arslan, and Aski (2011) had also concluded that female

employees unlike men viewed women managers negatively unlike men who uphold them highly. In this case, women fight themselves over jobs and positions.

5.4 Recommendations

It was perceived that most of the problems these managers face concern issues on: company politics, career developments and family conflicts. In its conclusions, suggestions were made that human resource managers need to strive and come up with ways of retaining women managers and not have negative attitudes toward them.

Studies have been done in the educational institutions, banking, hospitals, and other services sectors like marketing. Here women dominate in the managerial levels. They form the core of employees. In most studies, the attitude of managers or directors toward woman managers has been done. This study has not come across any other studies done on attitude of shop floor employees toward women managers which motivated the study. This study concentrated on shop floor employees and did not measure attitude of managers.

Women need to be developed to enhance their chances of promotion. Studies have proved that people have negative attitudes toward women managers. It is a global problem. According to Beardwell and Holden (1997), in 1989 only 44 percent of women were in employment. It reached 50 percent in 2000 yet only 11 percent were in general management. Davidson (1991) is in agreement. Alternatively, only 1 percent of women were at chief executive level as reported by Davidson and Cooper (1992). Women are still underdeveloped due to the environment they work.

According to Beardwell and Holden (1997) there are several factors below that hinder women from progressing in management. First, career factors and personnel systems

which are developed to favour men. These include things like mobility, studies, women disqualified due to their family commitments. Appraisal systems which are used are favourable to women. Secondly, we have the attitude and behaviour women have toward themselves. They do not feel competent of themselves. Third, attitudes of senior executives on women where they relegate them to junior jobs like secretarial, cookery and cleaners. Fourth, individual and organisational factors like prejudice. Women who are seen to be advancing are considered as a threat to men. Studies confirm the same because executives do want to develop women. Here women lack role models, excluded from clubs, work policies do not favour them and such attitudes stress them.

Findings have shown that both males and female managers can perform well. Negative attitudes should be discouraged. According to Gomez et al (2010), employees need to be selected well in a fair way. Organizations should be encouraged to enhance such company policies like affirmative action. It adds that if such programs are practiced by organizations, this will eliminate underutilization of employees. Here all employees should be utilized. They should not be employed based on some expected performance.

There are several suggested solutions next which will help women managers be developed as stated by Beardwell and Holden (1997). First, Women should be integrated in their development. Secondly, they should be mentored. Third, women should be provided with child care provisions. Fourth, equal opportunities policies need to be introduced in companies. Fifth, all attitudes toward women has to be audited. Sixth, women should be provided with trainings. Seven, encourage more women to take management courses. Eight, all organizations should encourage have

equality. Nine, all selection, promotion and appraisal policies be reviewed. Eleven, women should network. Twelve, women should be encouraged to join management. Thirteen, all women should be trained to be assertive. Finally, all companies should have career planning strategies to benefit women.

As seen through research, no evidence shows that women cannot perform like men in management. It is therefore paramount that they are also promoted into such positions as per their qualifications. In this study, both genders rated women managers in management skills like diligence, compassion, creativity, intelligence and so forth. Such skills are required for the success of a company. In the study, it is concluded that women need to be promoted just like men because they also perform and have excellent management skills.

Females in about fifty three percent (53) of the attitudes listed were in agreement when rated. These are over half of the statements under study. They agree that: women managers behave in a masculine way, ineffective when they are pregnant, attain such positions by copying men's traits, able to read facial expressions of clients, erratic or emotional in decision making, exposed to a lot of stress due to family commitments, hated by women as leaders, rated higher in management qualities and beautiful marketing managers attract clients courtesy of their beauty. This is enough evidence that women are enemies of themselves in attaining management positions. Most companies employ women human resource managers who make such decisions on employment. We can conclude that women need to be employed as managers for it has been confirmed by research that they are effective in management.

5.5 Limitations of the Study

Majority of the employees in these depots were male and as such there is the possibility of perception errors and bias amongst the respondents. This study focused on attitudes, an aspect that is developed and maintained in a non-logical fashion, experientially and unsystematically and such is not as the result of a rational analysis. This therefore implies that the perceptions held by the respondents may differ from the actual behavior of the women managers.

Finally, this study was undertaken amongst shop floor employees in fuel depots. The nature of the work and composition of employees in this sector is likely to be different from that of other sectors. Therefore, the study may not necessarily be generalized to other sectors and remains limited to fuel depots in Lubumbashi in the Democratic Republic of Congo and other fuel companies.

There were several challenges which were experienced during the study. The following two were the major ones among others. First, many companies were suspicious that the study was initiated by the government at the aim of collecting information on taxes, employee's data, and other valuable data to their disadvantage. When an assurance was given that no name was going to be mentioned, it encouraged many to fill in the questionnaires. Due to the initial suspicion, the study may have experienced inaccurate information being provided and some employees refused by management to participate. This becomes a challenge. Secondly, many employees were reluctant to fill the questionnaires despite assurance from their management. They felt that they were going to be victimized. Because of this, some employees could have filled the questionnaires just for the sake without thinking about them in a critical way.

5.6 Suggestions for further Studies

The study recommends that similar studies be undertaken in other sectors in Democratic Republic of Congo and Africa. This would go a long in enhancing our understanding of attitude towards women managers. As stated earlier, the data for this study was gathered through shop floor employees and as such the attitude toward women managers amongst the managerial staff might differ. There is need for a research to be undertaken to establish the attitude of shop floor employees in other sectors in Democratic Republic of Congo and administrators or managers toward women managers.

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APPENDIX I
LETTER OF INTRODUCTION

To Whom It May Concern

Dear Sir/Madam,

RE: QUESTIONNAIRE FOR SHOP FLOOR EMPLOYEES

I am a Postgraduate student at the University of Nairobi pursuing a Master of Business Administration Program. The topic of the research is Shop Floor Employee Attitude towards Women Managers in Fuel Depots in Lubumbashi, Democratic Republic of Congo. Attached herewith is a questionnaire that I am requesting to be filled in full. Please note that the study will be conducted for only academic purposes. Strict ethical principles will be observed to ensure confidentiality and the study outcomes and report will not include references to any individuals or institution. The attached questionnaire will be picked later.

If you are interested in the findings of this research, it shall be mailed to you upon request. Your cooperation and assistance will be highly appreciated.

Thank you.

Solomon Kelwon

Student

APPENDIX II
QUESTIONNAIRE

Section A: Demographic Data

Kindly tick () in the blank spaces below:

1. Indicate your sex

Female

Male

2. What is your highest level of education?

a. Didn't attend school

b. Primary level

c. Secondary level

d. College level

e. University level

3. What is your job title or position? _____

4. What is your marital status?

Married

Single

Widow

Separated/Divorced

5. What is your age group?

a. Under 18 years

b. 18 to 26 years

c. 27 to 34 years

d. 35 to 45 years

e. Over 46 years

6. How long have you worked in the company?

a. Under 1 year

b. 1 to 3 years

c. 4 to 5 years

d. Above 5 years

7. What products does your company sell? Please tick

a. Jet A-1

b. Diesel (AGO)

c. Petrol (PMS)

d. AV Gas

e. Kerosene

f. LPG gas

g. Lubricants

Section B. Shop Floor Employee Attitude Toward Women Managers

For the following statements, please tick (√) the box that closely matches with your view or opinion on women managers where, 1 = strongly agree, 2 = agree, 3 = neither agree nor disagree, 4 = disagree, 5 = strongly disagree

| Statements | 1 | 2 | 3 | 4 | 5 |
|--|---|---|---|---|---|
| Women Managers are disliked because they behave in a masculine way | | | | | |
| Women managers cannot easily penetrate into some jobs because men have dominated them. | | | | | |
| Women managers are not exposed to the same training facilities as men. | | | | | |
| Married women managers are restricted in employment and cannot easily be promoted further. | | | | | |
| Women managers are not liked by employees because they are not supportive, sensitive, emphatic and self- disclosure. | | | | | |
| Women managers who are lucky get promotion just by chance. | | | | | |
| Women managers who become pregnant will become ineffective. | | | | | |
| Women managers generally view themselves as not superior as men. | | | | | |
| Women managers attain such positions by copying men's traits like determination, decisiveness, tireless work ethic and effective use of authority. | | | | | |
| Women managers tend to be naturally better than men at reading facial expressions for clues to the owners' state of mind and opinion. | | | | | |
| Women managers have been encouraged by society to see their future in terms of caring for their families and homes. So they cannot perform. | | | | | |
| Women managers while dealing with people are best because they nurture their clients as they do to their children. | | | | | |
| Women managers are erratic, too emotional and cannot make sound decisions. | | | | | |
| Women managers are exposed to a lot of stress because of family commitments and work responsibilities. | | | | | |
| Women managers are hated by women as their leaders. | | | | | |

| | | | | | |
|--|--|--|--|--|--|
| <p>Women managers are rated higher in management qualities like honesty, intelligence, diligence, compassion and creativity.</p> | | | | | |
| <p>Women marketing managers should be beautiful. Here they will attract courtesy of their beauty.</p> | | | | | |

APPENDIX III

FUEL DEPOTS IN LUBUMBASHI, DEMOCRATIC REPUBLIC OF CONGO

| NO. | FUEL DEPOTS | NO OF SHOP FLOOR EMPLOYEES |
|-----|-------------------|-------------------------------|
| 1. | HASS PETROLEUM | 37 |
| 2. | SEP-CONGO | 33 |
| 3. | MULYCAP PETROLEUM | 9 |
| 4. | ENGEN PETROLEUM | 3 |
| 5. | 'AN COMPANY' | 19 |
| 6. | UNITED PETROLEUM | 15 |
| 7. | EXPRESS OIL | 24 |
| 8. | MOGAS OIL | 10 |
| 9. | CONGOPETROL | 24 |
| 10. | SARPD OIL | 9 |
| 11. | SPC | 10 |
| | TOTAL | 193 |

Source: Staff Payroll, July 2013