

**Women in the Workplace as Managers: A Case Study on Improved Organizational
Performance - Coincidence or Cause?**

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**Research Project Submitted in Partial Fulfilment of the Requirements
for the Degree of Master of Business Administration**

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DECLARATION

I would like to provide clarification that the research paper in question is entirely original unless otherwise specified. All references included in the paper have been appropriately cited and acknowledged. I also declare it has not been previously or concurrently submitted for any other degree at University Tun Abdul Razak (UNIRAZAK) or other institution.

It is noteworthy that the perspectives and analysis presented in this study are based solely on the author's use of references and should not be interpreted as a technical tool for management purposes.



Signature :

Name :

Date :

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Abstract of the project paper submitted to the Senate of Universiti Tun Abdul Razak in partial fulfilment of the requirements for the Master of Business Administration

**Women in the Workplace as Managers and Improved Organizational Performance:
Coincidence or Cause?**

By

Poonam Remesh

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Including more women in organizations has become a top priority for the millennial workforce that values gender diversity. According to previous studies, female managers can have a positive impact on a firm's performance. This study aims to investigate whether having a higher representation of women in an organization affects its overall performance. Previous research has established a strong correlation between the number of women in the workforce and organizational performance. To test our hypotheses, we have studied the relationship and link between three independent variables and the dependent variable of MBSB Bank Berhad. These independent variables are (1) women's participation in managerial roles, (2) equal representation of women and men in the organization, and (3) the number of women in senior positions. We conducted a quantitative analysis using questionnaires and statistical methods that included Pearson's correlation coefficient and SPSS. Our findings demonstrate a significant relationship between Women's Managerial Participation, Equal Ratio of Women to Men, Share of Women in Senior Positions, and Organizational Performance. These correlations, within the stated limitations, suggest that this is not a coincidence but a cause.

CHAPTER 1

INTRODUCTION

1.1 Background of the study

1.1.1 Gender Diversity

Over the course of the last century, women have become increasingly involved in the workforce, comprising nearly half of the corporate work setting - a shift that has been driven by firms' growing emphasis on gender diversity (Wilton, Sanchez, Unzueta, Kaiser & Caluori, 2019; Yarram, & Adapa, 2023; Walton, & Tribbitt, 2023). This topic has garnered much attention in recent years as women have taken on more prominent roles in business decision-making and planning. Today, women are leading the way and contributing their fair share to make it to the top of their respective fields. In order to encourage this trend, gender quotas have been introduced on boards and committees, helping to promote diversity in key leadership positions (Azmat & Boring, 2020; Kim, & Kim, 2023). It has been suggested that gender diversity in the workplace may even improve a firm's overall performance.

It is worth noting that gender can be understood in both biological and social contexts (Wieczorek-Szymańska, 2020). While biological sex is determined by an individual's physical attributes, gender refers to the societal roles and expectations typically assigned to men and women. These expectations are often influenced by stereotypes and can shape how individuals are perceived and evaluated in the workplace. Despite experiencing past discrimination and marginalization, women are now taking on increasingly prominent roles in firms as decision-makers and leaders.

This paper seeks to explore the impact of gender diversity on employees' productivity and organizational performance. To achieve this, we will utilize questionnaires as a quantitative method to gather data. By examining the role that gender diversity plays in a firm's performance, as mediated by employee productivity, this paper aims to contribute to a better understanding of the effects of diversity on workplace dynamics.

1.1.2 Malaysia's Banking Sector

Banks worldwide operate on the principle of promoting financial stability and providing monetary means for sustainable growth. In Malaysia, banks play a vital role in the overall financial sector, contributing to future economic growth and development (Bank Negara Malaysia, 2021).

Banks act as intermediaries across all sectors of a country's economy (Faure, 2013; Elnahass, Tahir, Abdul Rahman Ahmed, & Salama, 2023), offering finance to start-ups and organizations for expansion and investment. Additionally, banks offer loans that are crucial for the sanctioning of economic growth.

The service sector contributes significantly to Malaysia's Gross Domestic Product (GDP) percentile and banking falls under the tertiary sector as they provide services to consumers (Shah, 2021). Malaysia has over 27 commercial banks, 11 investment banks, and 18 Islamic banks that make up the banking sector. Bank Negara Malaysia (BNM) was established in 1959 to maintain monetary stability. Maybank and MBSB Group are currently the top financial services providers in Malaysia, while MBSB has recently increased its reach and presence through a merger with MIDF.

Despite having many different functions, Jeanne Gobat (2012) notes that one of the primary roles of a bank is to act as an intermediary between depositors and borrowers. Banks are a vast function of intense competitive innovation, pioneering future developments, which calls for highly robust regulation and complex supervision.

1.1.3 MBSB Bank Berhad Malaysia

Malaysia Building Society Berhad (MBSB) has a rich history that dates back to 1950 when it was founded as the Federal and Colonial Building Society Limited. Over the years, the company evolved and eventually became incorporated in Malaysia under the Companies Act 1965. Today, MBSB is a publicly listed company on Bursa Malaysia and is under the financial holding of the Employees Provident Fund (EPF) (https://www.mbsb.com.my/about_company_profile.html.)

MBSB Bank Berhad has been granted a license by Bank Negara Malaysia to provide a wide range of Islamic Banking services. As a regulated and supervised entity under the Islamic Financial Services Act of 2013, they are dedicated to offering innovative and reliable financial solutions to their customers.

Organization

MBSB Bank Berhad (MBSB Bank) is a full-fledged Islamic Bank in Malaysia that provides shariah-compliant banking facilities to retail, SME and corporate customers. A wholly owned subsidiary of Malaysia Building Society Berhad (MBSB), the Bank provides a wide list of financing products through its digital capabilities and product innovation to better serve its customers. MBSB Bank extends its distribution channels through its nationwide network of branches and online services such as mobile banking and virtual branch.

<https://www.mbsbbank.com/corporate/about-us/company-profile>

Improved Profits by MBSB, 2023

MBSB RECORDED AN IMPROVED PROFIT AFTER TAX BY 12.91% IN THE SECOND QUARTER OF 2023 Highlights

- Profit After Tax (PAT) improved by 12.91% to RM83.7 million in 2Q23 against RM74.1 million in 1Q23.
- CASA composition from retail depositors increased by 12% to 55% 2Q23.
- Capital remained strong with CET-1 ratio of 18.92%.
- Group's gross financing increased by 4.5% to RM40.3 billion contributed by consumer segment (3.8%) and corporate/commercial banking (up by 6.3%).


PETALING JAYA, 30 August 2023 – Malaysia Building Society Berhad (MBSB or The Group) today announced its financial performance results for the period ended 30 June 2023 (2Q23). The Group delivered an improved Profit After Tax (PAT) of RM83.7 million in 2Q23 which is 12.91% higher against RM74.1 million in 1Q23. The gain in PAT is attributed by an increase in total income and Expected Credit Loss (ECL) writeback. The Group's deposits rose by 5.54% to RM40 billion in 2Q23 compared to RM37.9 billion in 1Q23. On a year-on-year (Y-o-Y) basis, deposits grew by 9.67% from RM36.5 billion in 2Q22. The Group's Current and Savings Account (CASA) composition from retail depositors increased by 12% to 55% 2Q23 compared to 43% in 1Q23. MALAYSIA BUILDING SOCIETY BERHAD (MBSB) Registration No.197001000172

Commenting on the results, MBSB's Group Chief Executive Officer, Rafe Haneef, said, "We are pleased to see an improvement in the net profit this quarter, which reflects the positive trajectory and impact of our focused strategy." He added, "In 2Q23, we saw a steady growth in deposits, where year-on-year (Y-o-Y), it grew by 9.67% and quarterly, it grew by 5.54%. We hope that with the consistent drive of our deposit campaigns, customers will recognise the competitiveness of our offerings and will get onboard to subscribe to MBSB Bank's CASA-i products." Profitability, Capital and Liquidity Position The Group's Return on Equity (ROE) stood at 3.58%, an increase by 0.19% from 3.39% in 1Q23 due to the higher PAT for the quarter. Return on Asset (ROA) grew marginally to 0.57% in 2Q23 compared to 0.54% in 1Q23. Common Equity Tier (CET-1) is at 18.92% in 2Q23, due to higher Risk Weighted Assets (RWA) as a result of asset growth, while the Group's Liquidity Coverage Ratio (LCR) is at 193.37% in 2Q23 which is well above regulatory minimum requirement. Asset Quality Gross Impact Ratio (GIR) improved to 6.6% in 2Q23 from 7.0% in 1Q23 due to our recovery efforts and financing growth. Meanwhile, the Group's gross financing increased by 4.5% to RM40.3 billion contributed by consumer segment (3.8%) and corporate/commercial banking (up by 6.3%).

Source: (MBSB, 2023)

Figure 1: MBSB Values

The banking industry is undergoing a rapid transformation due to the emergence of new technologies and digitalization, which is revolutionizing traditional banking business models. To keep pace with the ever-evolving sector, MBSB is continuously upgrading the skills of its employees at all levels to meet the growing demands of the industry. MBSB has been a pioneer in promoting diversity and gender equality in the workplace. In August 2018, the bank launched the Empowering Women Series, featuring accomplished women leaders from different sectors of the industry who share their experiences to inspire other women. As of 2019, 56.4% of MBSB's workforce comprised of women, with a significant percentage of middle to top management positions held by women at a rate of 47.5%. MBSB aims to maintain a strong pipeline of female talent, with the proportion of highly talented women increasing from 43% in 2019 to 61% in 2020. The bank is committed to achieving parity within the organization by promoting diversity and inclusion at all levels. MBSB regularly reviews and monitors the ratio of male to female employees, and strives to reduce the gender pay gap by comparing remuneration for similar roles and functions (MBSB, 2020). The figure below illustrates the ratio of remuneration between male and female employees in Malaysia.

GENDER PAY GAP (GRI 405-2)		
Ratio of Remuneration Between Male and Female Employees (Malaysia)		
	 Male	 Female
Non-Management	1.00	1.13
Junior Management	1.00	1.01
Middle Management	1.00	0.94
Senior Management	1.00	0.92
Key Management	1.00	0.83

Source: (MBSB, 2020)

Figure 2: MBSB Gender Pay Gap

1.2 Problem Statement

The significance of having men in leadership roles for the success of firms has been well recognized. However, an uneven gender balance in the workforce can severely impede the organization's progress towards achieving its strategic goals. Despite this, women account for more than half of the labour force (Flanding & Grabman, 2022). Male and female managers tend to exhibit different leadership styles when it comes to managing their employees. Therefore, it is essential to have a gender-diverse culture in the workplace for an organization to succeed and gain a competitive edge. By breaking down gender stereotypes, a considerable number of women are now actively participating and contributing to the socio-economic system (Sousa & Santos, 2022). This shift towards a more gender-diverse workforce is significant and deserves further study. On the other hand, an all-male workforce in the industry can lead to decreased productivity compared to a firm with women in senior and managerial positions. Therefore, it becomes necessary to investigate whether having women in a gender-diverse workforce has a positive impact on the organization's performance. This research will provide valuable insights to future industries in Malaysia, helping them progress towards a world where men and women have equal opportunities in the workplace. (Lari, Al-Ansari, & El-Maghraby, 2022; Velija, 2022; Pinnington, Aldabbas, Mirshahi, & Pirie, 2022; Meschitti & Marini, 2023).

1.3 Research Questions

This research endeavours to address the following inquiries:

- To what extent is there a noteworthy association between women's involvement in managerial roles and organizational performance?
- Is there a correlation between equal representation of both genders in the workforce and organizational performance?
- Is there a significant correlation between the presence of women in senior positions and organizational performance?

In order to provide comprehensive answers to the research questions, a thorough analysis will be conducted on the sampling groups. The details of this analysis will be discussed in great depth in Chapter 3 of this study. The outcome of this analysis will be presented in Chapter 4, along with the findings acquired from the samples. This will provide a clear understanding of the research questions and the conclusions drawn from the data.

1.4 Research Objectives

The study's objective is to investigate the contribution that women make to organizational performance by analyzing managerial aspects, leadership styles, and the number of women present in the organization. The study will focus on the following objectives:

- To explore the correlation between Women's Managerial Participation and Organizational Performance.

- To assess the impact of the Share of Women in Senior Positions on Organizational Performance.
- To examine the relationship between the Equal Ratio of Women to Men in an Organization and Organizational Performance.

1.5 SIGNIFICANCE OF THE STUDY

In modern times, it is widely acknowledged that women's contributions and involvement in managerial positions are often disregarded, resulting in their voices being drowned out by their male counterparts. Nevertheless, it is essential to recognize that women provide an exceptional and valuable perspective to a firm's financial and managerial structure (Turban, Wu & Zhang, 2019; Sousa, & Santos, 2022).

This study's objective is to emphasize the significance of women's involvement in the workforce and suggest proactive measures that companies can implement to integrate them. Additionally, this study aims to uncover significant discoveries that demonstrate the importance of women's contributions, particularly in the fields of innovation and customer experience. Moreover, this study will act as a foundation for future teams composed of both males and females, highlighting the necessity of collaboration and teamwork. Such an approach would allow for strategic implementation within the organization, leading to an increase in innovative ideas and improved customer experience. (Brown, 2020).

Despite several studies worldwide on the impact of women on organizational performance, this study aims to address the lack of research in a Malaysian context. By analysing the correlation

between women's involvement in the workforce and a firm's overall performance in Malaysia, this study can function as a blueprint for future organizations to recognize and leverage the significant contribution that women can make to a company. It is crucial to note that qualified women should have the opportunity to advance in senior and leadership roles and contribute to an organization's performance. Female managers bring their unique contributions to the organizational mix, resulting in indirect improvements to a firm's performance (Johansen, 2007; Awwad, Binsaddig, Kanan, & Al Shirawi, 2023). The findings from this study can be a valuable resource for organizations in Malaysia to inspire and empower more women to participate in business operations.

1.6 THE ORGANISATION OF THE STUDY

The study is structured into five well-defined chapters, providing a logical progression and practical approach to the research as a whole. The opening chapter serves as an introduction to the topics under investigation, with a focus on the problem statement, background of the study, research objectives, research questions, significance of the study, and organization of the research. In chapter two, a literature review delves into the theoretical foundation of gender diversity and women in the workforce, exploring their impact on a firm's organizational performance. This section also proposes a conceptual framework for the study and outlines the hypotheses that will be analyzed in chapter three.

Chapter three presents the research methodology, offering a comprehensive description of the overall research design. For data collection, the non-probability sampling (NPS) technique using convenience is employed, while statistical analysis using SPSS software is utilized to analyze and tabulate the data for further discussion in chapter four.

Chapter four is comprised of the data analysis and findings from the previous chapter. The analysis of the data provides a clear understanding of the overall data, while the findings help address the research questions posed in chapter one. The hypotheses are tested, and the study determines whether to accept or reject them. Finally, chapter five presents an overall summary of the study's findings and analysis. The research objectives are met, and further recommendations and limitations are identified to conclude the entire study.

1.7 Summary of the Chapter

This chapter has provided an overview of the importance of women's inclusion in organizations and how it impacts a company's overall performance. It has also highlighted the significance of studying women's participation in the workforce. In the following chapter, the Literature Review, we will explore the theoretical basis for examining women's role in the workplace and its effects on a company's organizational performance.

CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

The statement made by Sundar Pichai, CEO of Google, that "A diverse mix of voices leads to better discussions, decisions, and outcomes for everyone," highlights the importance of having a variety of perspectives in any discussion (Kauff, Schmid, & Christ, 2020). When good for business is not good enough: Effects of pro-diversity beliefs and instrumentality of diversity on intergroup attitudes. PLoS One, 15(6), e0234179.. As the world progresses, women have become actively involved in all sectors of the economy, resulting in an increase in female representation. This is evident in the organizational structure of firms, where female quotas have been implemented in boards and managerial positions, and where equal representation of women and men is being promoted. The government and companies are actively supporting gender diversity, and as a result, women are increasingly being given opportunities to excel in their fields. In this chapter, the literature review will delve deeper into the subject matter and explore the study's theme, which will be used to create a conceptual framework.

2.2 Women's Managerial Participation

In today's dynamic and rapidly evolving world, it is commendable to observe how both men and women have become equally involved in the workforce. Their aim is to drive the organization towards success by utilizing their diverse skills and abilities. However, it was not

until the late 1960s that women began to take a more active role in the professional industry, breaking free from the shackles of gender bias and inequality.

According to HR Professionals (2020), there are three levels of management that exist in an organization: low, middle, and top management. These levels refer to the divisional line across managerial positions in a company. As an organization grows in size and complexity, the number of management levels also increases. The different levels of management provide a clear chain of command within the business unit of the organization. This structure ensures that every employee knows their roles and responsibilities and that there are no ambiguities or conflicts in decision-making.

Different levels of management have varying responsibilities and duties. Top-level managers are responsible for overseeing and controlling the entire organization. They set the overall direction, vision, and strategy of the company. Middle-level managers, on the other hand, are in charge of executing plans that align with the company's policies. They act as intermediaries between top-level and lower-level management in the organization. Finally, low-level managers carry out specific tasks and serve as role models to employees in the organization. They ensure that the day-to-day operations are carried out smoothly, efficiently, and effectively.

Three levels of management

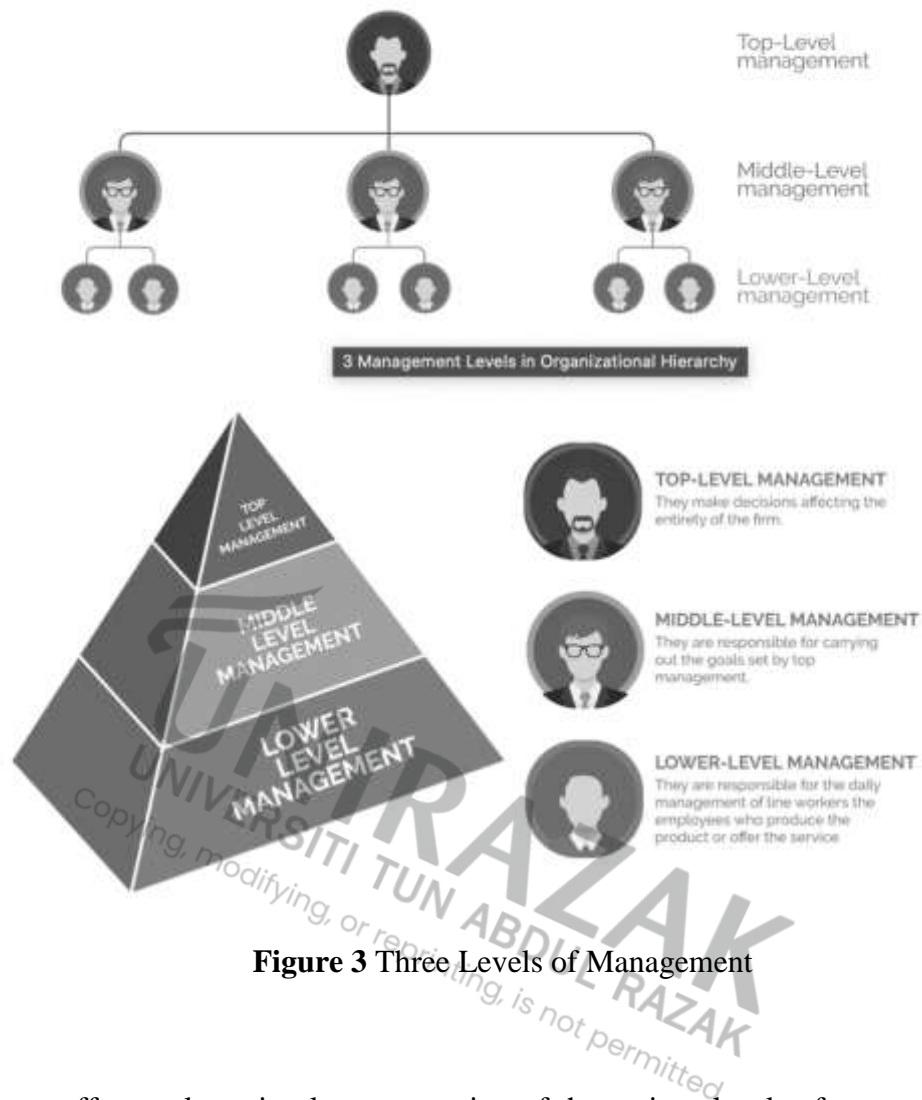


Figure 3 Three Levels of Management

Figure 3 above offers a clear visual representation of the various levels of management that exist within an organization. In any workplace, managers play a crucial role in guiding and inspiring the employees they oversee, acting as both mentors and motivators to help align their performance with the organization's goals. This relationship between managers and employees is vital, as studies by Dewydar (2015) and Harahap (2021) have highlighted the critical role managers play in driving employee productivity, which, in turn, contributes to the economic growth of the organization.

In recent years, there has been a notable increase in the number of women moving into management roles across various industries. Research by Alzougool, Habib, Elbargathi & Al-Qutub (2015) and Boadi, Dziwornu, & Osarfo (2022) has shown that having a gender-diverse management team can provide significant benefits to an organization. Furthermore, the gender of a manager can have a significant impact on the way they communicate with and influence employees. Managers at the management level often utilize different kinds of leadership styles, such as Intellectual stimulation, Inspirational motivation, Transformational Idealized Influence, Transactional, and Passive Management-by-exception (Early & Johannesen-Schmidt, 2001). Research by Early & Johannesen-Schmidt suggests that women managers tend to be more engaging with their employees, using reward contingency behaviours that are part of the Transactional Leadership style. Additionally, studies by Ely & Rhode (2010) and Sousa & Santos (2022) have shown that women leaders tend to form closer bonds with their subordinates than male leaders.

Despite the increasing number of women in managerial roles, they still tend to carry out traditional responsibilities within their homes (Mokhtar, 2020). This may be because men are typically seen as the leader in the family and are responsible for providing for the household (Koshal, Gupta & Gupta, 2014). Additionally, some organizations may have concerns about whether female workers can perform as successfully as male workers.

2.3 Equal Ratio of Women to Men in an Organization

The concept of having an equal representation of both men and women in the workforce is often referred to as achieving gender balance (Landel, 2015; Sousa & Santos, 2022). Despite women making up 40% of the global labour force, the International Labor Organization states that more than half of their potential remains untapped. The Global Gender Gap Index of 2020 rankings reveals that Malaysia ranks 104th with a score of 0.677, indicating a drop in rank by three positions since 2018. This report provides a comprehensive overview of the state of gender disparity in a country's workforce and emphasizes the importance of prioritizing gender balance in the workplace. Achieving gender balance not only ensures equal opportunities for both genders but also contributes positively to the overall success of an organization.

Rank	Country	Score	Rank change		Score change		Rank	Country	Score	Rank change		Score change	
		0-1	2018	2018	2006	0-1			2018	2018	2006		
1	Iceland	0.877			+0.018	+0.093	79	Czech Republic	0.706	4	+0.014	+0.028	
2	Norway	0.842			+0.007	+0.043	79	Mongolia	0.706	-21	-0.007	+0.024	
3	Finland	0.832	1		+0.012	+0.038	80	El Salvador	0.706	7	+0.016	+0.022	
4	Sweden	0.820		-1	-0.002	+0.007	81	Russian Federation	0.706	-6	+0.004	+0.029	
5	Nicaragua	0.804			+0.005	+0.111	82	Ethiopia	0.705	35	+0.049	+0.111	
6	New Zealand	0.799			+0.002	+0.048	83	Eswatini	0.703	-3	+0.009	+0.043	
7	Ireland	0.798	3		+0.002	+0.065	84	Greece	0.701	-6	+0.004	+0.047	
8	Spain	0.795		21	+0.049	+0.055	85	Indonesia	0.700	-	-0.010	+0.048	
9	Rwanda	0.791		-3	-0.013	n/a	86	Dominican Republic	0.700	-12	-0.001	+0.026	
10	Germany	0.787		4	+0.011	+0.034	87	Viet Nam	0.700	-10	+0.001	n/a	
11	Latvia	0.785		8	+0.027	+0.076	89	Lesotho	0.695	-7	+0.001	+0.014	
12	Namibia	0.784		-2	-0.005	+0.008	89	Guatemala	0.694	4	+0.011	+0.085	
13	Costa Rica	0.782		9	+0.033	+0.089	90	Malta	0.693	1	+0.008	+0.042	
14	Denmark	0.782		-1	-0.004	-0.026	91	Cyprus	0.692	1	+0.008	+0.049	
15	France	0.781		-3	+0.002	+0.129	92	Brazil	0.691	3	+0.010	+0.037	
16	Philippines	0.781		-8	-0.018	+0.029	99	Myanmar Republic	0.689	-7	-0.002	+0.014	
17	South Africa	0.780		3	+0.025	+0.058	94	Azerbaijan	0.687	3	+0.007	n/a	
18	Switzerland	0.779		2	+0.024	+0.073	95	Brunei Darussalam	0.686	-5	+0.001	n/a	
19	Canada	0.772		-3	+0.001	+0.055	96	Cameroon	0.686	-38	-0.028	+0.099	
20	Algeria	0.769		14	+0.035	+0.108	97	Liberia	0.685	-1	+0.004	n/a	
21	United Kingdom	0.767		-6	-0.007	+0.001	98	Armenia	0.684	-	-0.006	n/a	
22	Colombia	0.768		18	+0.029	+0.052	99	Senegal	0.684	-5	+0.002	n/a	
23	Moldova	0.757		12	+0.023	+0.044	100	Paraguay	0.683	4	+0.011	+0.028	
24	Trinidad and Tobago*	0.756		n/a	n/a	+0.076	101	Nepal	0.680	4	+0.009	+0.132	
25	Mexico	0.754		25	+0.034	+0.108	102	Sri Lanka	0.680	-2	+0.004	+0.040	
26	Estonia	0.751		7	+0.017	+0.057	103	Fiji	0.678	3	+0.008	n/a	
27	Belgium	0.750		9	+0.012	+0.042	104	Malaysia	0.677	-3	+0.002	+0.027	
28	Barbados	0.749		-7	-0.004	n/a	105	Hungary	0.677	-3	+0.003	+0.007	
29	Belarus	0.748		-1	-	n/a	106	China	0.676	-3	+0.003	+0.020	
30	Argentina	0.746		6	+0.014	+0.063	107	Ghana	0.673	-18	-0.016	+0.007	
31	Cuba	0.746		-8	-0.004	n/a	108	Korea, Rep.	0.672	7	+0.014	+0.056	
32	Burundi	0.745		-1	+0.004	n/a	109	Kenya	0.671	-33	-0.029	+0.030	
33	Lithuania	0.745		-8	-0.005	+0.027	110	Poland	0.671	1	+0.008	n/a	

Figure 4 Global Gender Gap Index 2020 rankings

As per a recent report by The World Bank (2021), companies worldwide have reaped the benefits of hiring female employees and implementing gender equality policies in their recruitment and hiring processes. Achieving a balanced gender ratio in an organization requires an equal opportunity policy and hiring more women in the workforce. Providing women with opportunities for growth and advancement within a company can also lead to the recruitment of more female employees (Krishnan, 2020; Boadi et al., 2022).

Women possess the same level of ambition as men, and equal opportunities for promotion and personal development can contribute to a more gender-diverse workforce. According to Pew Research Center (2022), women in the workforce strongly believe that it is essential to have gender equality in their workplaces. There are several examples of companies worldwide that have established a balanced gender ratio, resulting in a high-performance workplace. For instance, Anglo America El Soldado mine trained and absorbed women in managerial positions, diversifying its workforce (International Finance Corporation, 2022).

2.4 Share of Women in Senior Positions

Despite progress in recent years, men still hold a disproportionate number of top positions in organizations, leaving women facing significant challenges in securing board seats. However, overcoming these obstacles can provide a confidence boost and enhance integration for women within the company (Alzougool et al., 2015). As more women develop the necessary skills and mind-set, the percentage of women in senior roles continues to rise. Board gender diversity, also known as the "share of women in senior positions," has been linked to positive outcomes, including improved firm performance (Liu, Wei, & Xie, 2014; Singh, 2023). There has been a steady increase in the number of women serving on boards of directors in recent years, and the proportion of Malaysian women on boards has been on a steady incline since 2012. According to Figure 5, an estimated 27.4% of board members in Malaysia will be women in 2021 (Hirschmann, 2021).

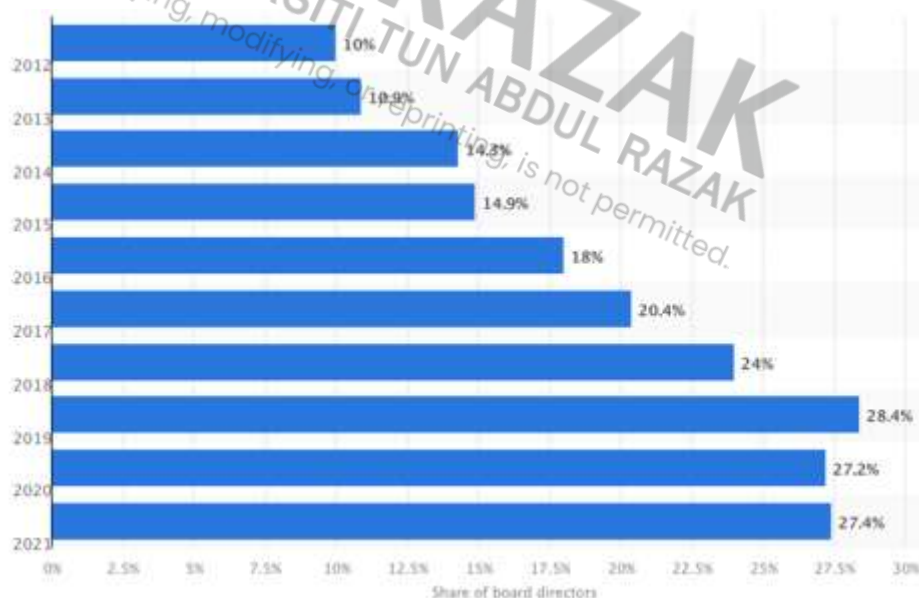


Figure 5 Percentage of Female Representation in Board of Directors in Malaysia

Studies have shown that companies benefit from having women directors. According to research conducted by Desz & Ross (2012) and Singh (2023), women bring innovative

decision-making skills that can contribute to long-term success. Female board members can also inspire and mentor women in the workplace, helping them advance and contribute more effectively (Khan & Saeed, 2021).

In addition, female board members have a unique perspective that can help them understand and monitor the organization's overall strategy, ensuring that the company stays on track and achieves its goals. Mokhtar (2020) notes that confident women often outperform their male counterparts in top-level management positions, driven by their career aspirations and commitment to the organization's success.

Having a gender-diverse board with a significant number of women in senior positions is a theoretical concept that can improve organizational performance, as suggested by Khan & Saeed (2021). Furthermore, women on the board of directors can empower and inspire other women to break through gender barriers and achieve recognition in society (Liu et al., 2014).

2.5 Organizational Performance

The success of a business in achieving its goals is referred to as organizational performance, which encompasses the company's vision, mission, and strategic objectives. Measuring this performance can be subjective and involves various concepts and tools, as indicated by Awwad (2023) and Noyé (2002).

Efficiency in business processes, employee productivity, effectiveness in meeting strategic goals, and company culture are some of the ways to measure organizational performance, as

stated by Singh (2023) and Smith (2019). Industries have different indicators of measurement, and companies often use measurement models to align with specific strategies, as suggested by Van Looy & Shafagatova (2016) and Sousa & Santos (2022).

Financial performance is a traditional method used to evaluate management performance, which considers the organization's financial position at the end of the fiscal year. Profitability, capital adequacy, and liquidity are some of the financial indicators that reflect a company's financial performance, as highlighted by Elena-Iulian & Maria (2016) and Boudi (2022). A company's performance is also based on its ability to manage, distribute, and control its resources and reserves, as noted by Fatihudin et al. (2018) and Boudi (2022).

Individual performance can also impact organizational performance both in the short and long term, as pointed out by Contu (2020). Managers play a crucial role in allocating organizational resources to achieve long-term objectives, with modern leadership characteristics leading to individual and organizational performance, as suggested by Contu (2020) and Dewydar (2015). Communication and emotional intelligence are significant in achieving strategic goals, reflecting overall economic and societal progress, as per Contu (2020). Ultimately, a leader's role is vital in achieving a company's strategic goals or profits, as highlighted by Contu (2020).

2.6 Relationship between Women Managerial Participation and Organizational Performance

Women's Managerial Participation is the term used to describe the inclusion of women in managerial duties within an organization, as defined by Chowdhury (2021). Studies indicate that female managers possess comparable levels of creativity, innovation, and competence as

their male counterparts. The growing number of women in the workforce also enables them to receive equal opportunities for training and development.

Feminine styles of management are often employed by female managers, resulting in improved employee engagement and productivity, as noted by Eagly & Johannesen-Schmidt (2017) and Singh (2023). Additionally, female managers demonstrate significantly greater effectiveness than male managers in transformational leadership, which involves using communication and values-based strategies to motivate employees.

In a study conducted on Japanese-listed companies, Nakagawa & Schreiber (2014) discovered a strong positive correlation between Women's Managerial Participation and Organizational Performance. This suggests that having a higher proportion of women in managerial roles can lead to better overall performance for the organization.

Based on this information, we may hypothesize that there is a correlation between Women's Managerial Participation and Organizational Performance (H1).

2.7 Relationship between Equal Ratio of Women to Men in an Organization and Organizational Performance

Research has found that a diverse workforce, consisting of both men and women, can have a positive impact on an organization's success. Kebede (2018) notes that having an equal representation of women and men in an organization leads to workforce diversity, which can unlock the knowledge and skills of employees, resulting in improved financial performance.

Furthermore, literature reviews by Kebede (2018) and Boadi (2022) suggest that having women on boards can give organizations a competitive advantage. Additionally, having a higher number of women in the workforce can attract talented individuals from a wider pool of candidates. Companies that prioritize gender equality policies are better positioned to tap into the diverse talent market.

Kravitz (2015) conducted a study that found a positive correlation between having an equal number of female employees and a company's profitability.

Based on this information, we may hypothesize that there is a correlation between having a gender-balanced workforce and an organization's overall performance (H2).

2.8 Relationship between Share of Women in Senior Positions and Organizational Performance

The representation of women in senior positions has a significant impact on the performance of an organization. Firstly, it brings diversity to the team, creating a more inclusive social environment. Secondly, women in senior positions provide valuable insights, contributing to the decision-making process of the company's future pathway. According to Khan (2021), boards with women tend to be proactive in increasing customer and employee satisfaction, leading to higher innovation in the organization. This is supported by the research of Dezsó and Ross (2012) and Awwad, (2023), which suggests that women in senior positions bring unique innovative abilities to the team, leading to better long-term decision-making. Women are also more open-minded and exhibit better understanding of executing an organization's

strategy (Khan, 2021). In addition, Ross and Dezsó (2012) express that a higher share of women in senior positions increases the managerial task of employees from middle to lower levels in the organization, which contributes to better organizational performance overall.

Therefore, the hypothesis that can be formed is that there is a positive relationship between the share of women in senior positions and organizational performance (H3).

2.9 Review on Past Studies

Research conducted by academic scholars over the past few decades has delved into the presence of women in the workplace, and the results of these studies have been quite varied. However, certain studies have shown a positive correlation between having women in leadership positions and improved firm performance. For instance, research on Japanese firms found that a higher proportion of women in management roles was linked to better firm performance (Nakagawa & Schreiber, 2014). This was attributed to the leadership style of women, which tends to be more interactive and inclusive, thereby promoting a collaborative work environment. The positive correlation was found to be even stronger when women utilized a collaborative leadership style (Daily, Certo & Dalton, 2003; Baodi, 2022).

Ross and Dezsó's research revealed that having more women in senior management improves employees' productivity and task performance, leading to a more focused firm strategy and improved performance. Similarly, Christiansen et al. noted that industries where women make up a significant portion of the workforce are those where their skills complement industry demands.

Huffman et al. (2010) observed that having women in managerial positions helps to reduce gender segregation among non-managerial employees. Furthermore, female participation in a firm's top management provides insightful suggestions regarding the company's decision-making for specific strategic questions. Low et al. (2016) and Sosua & Santos (2022) suggest that having women on a board of directors leads to higher returns on corporate performance in Asian countries such as Singapore, South Korea, and Malaysia. Azmat & Boring's (2020) research suggests that female representation in lower-level management improves employee responsiveness and productivity.

Overall, these studies support the idea that increased gender diversity, particularly in leadership positions, leads to better firm performance and an improved organizational image. The presence of women in top management roles not only enhances the company's overall performance but also promotes a more inclusive and collaborative work culture, thereby helping to break down gender barriers and create a more diverse and inclusive workforce.

2.10 Theoretical Foundation

Gender diversity is a critical component of any modern organization. It involves ensuring that both genders are equally represented in the workforce, leading to an inclusive and collaborative work environment. Diverse attributes and characteristics are highly valued, and they add value to the business by providing various perspectives that can generate creative ideas and market insights. Hiring managers strategically hire a diverse workforce to benefit from the advantages of gender diversity, which can lead to increased productivity and performance.

This study has identified two independent variables that contribute to organizational performance. The first variable is Women's Managerial Participation, which is based on the study of Eagly & Johannesen-Schmidt (2001). According to this study, the leadership styles used by female managers are the key factors driving organizational performance. Additionally, female strategic managers have a significant impact on a firm's performance at the managerial level, as noted by authors Johansen (2007) and Nakagawa & Schreiber (2014). Women's managerial participation has a substantial impact on organizational performance, and its benefits cannot be overstated.

The second independent variable is the Equal Ratio of Women to Men in an Organization, which encompasses the overall acceptance and respect between genders. When an organization has a gender-diverse workforce, employees pay more attention to gender roles, minimizing conflicts, and improving communication. Women employees are better at communicating with clients, leading to improved product development and customer service. By fostering a gender-diverse environment, corporations can understand and build meaningful relationships with various customer profiles, leading to a competitive advantage.

The Share of Women in Senior Positions in Organizational Performance is based on resource-based theory and stewardship theory. Top management is responsible for procuring valuable resources and capital, providing significant advantages to the organization. Adding women to the board increases diversity, encourages innovative ideas, and leads to improved employee satisfaction. Female board members possess innovative capabilities to make long-term decisions, moving the organization forward. Utilizing resource-based theory, it is suggested that diversification in board members will aid organizational performance in numerous ways.

2.11 Proposed Conceptual Framework

This study focuses on examining how various independent variables affect the dependent variable. Specifically, the independent variables considered in this research are Women's Managerial Participation, Equal Ratio of Women to Men in an Organization, and Share of Women in Senior Positions. The dependent variable, on the other hand, is the Organizational Performance. To align with the study's research objectives, a conceptual framework has been proposed in Figure 6.

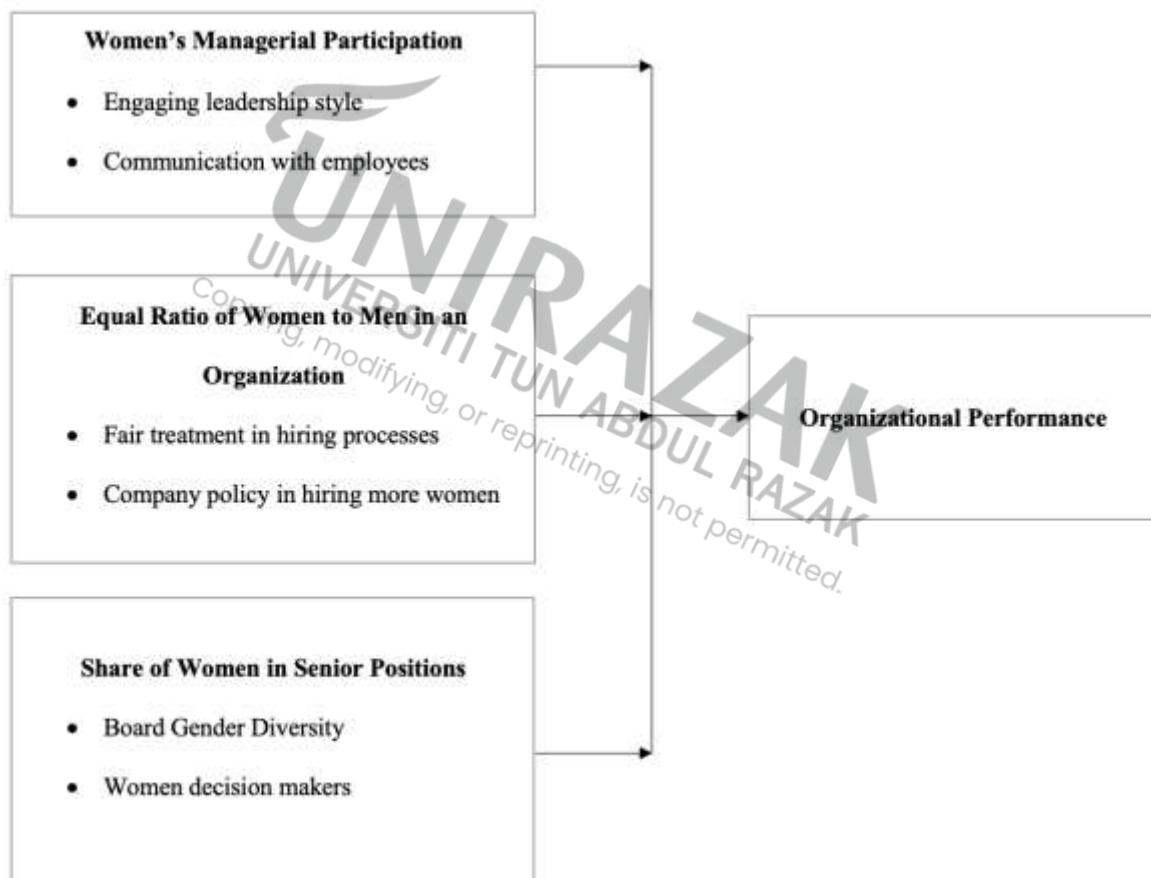


Figure 6 Conceptual Framework Model for Women and Organizational Performance

2.12 Hypothesis Development

Based on the proposed conceptual framework outlined in section 2.4, this study has developed three hypotheses.

The first hypothesis (H1) posits that there is a connection between women's managerial participation and organizational performance.

The second hypothesis (H2) suggests that there is a correlation between having an equal ratio of women to men in an organization and organizational performance.

The third hypothesis (H3) asserts that there is a correlation between the proportion of women in senior positions and organizational performance.

In the upcoming chapter, we will analyze the responses to the research methodology questionnaires to explore these hypotheses in depth.

2.13 Summary of the Chapter

This chapter's literature review illuminates the independent and dependent variables, revealing that prior research has demonstrated the potential to bolster the developed hypothesis and establish the correlation between Women's Managerial Participation, Equal Ratio of Women to Men, Share of Women in Senior Positions, and Organizational Performance. Further elaboration on these findings will be provided in Chapter 3 of the Research Methodology.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 Research Design

Research is similar to a comprehensive blueprint that defines a researcher's approach to tackling a research problem. It encompasses the methodologies and techniques for data collection and analysis. Having a well-defined research design is crucial as it promotes the smooth and efficient running of the study, enabling the researcher to obtain the most comprehensive information possible within a structured timeline (Sousa & Santos, 2022). The research design forms the bedrock of the entire study and instils confidence and gratification that the obtained results will have a substantial impact.

3.2 Nature of Research

3.2.1 Quantitative Research

At the outset, we adopted a positivist philosophy that prioritized objective measurements and systematic methods for uncovering patterns and relationships in data. Subsequently, we settled on a research paradigm that centered on empirical observations, hypothesis testing, and quantitative data analysis. To achieve our research objectives, we employed structured questionnaires aligned with our research objectives and conducted a quantitative study to explore the relationships between independent and dependent variables. We collected data from MBSB Bank Berhad employees and utilized statistical analysis tools such as SPSS software to derive the results of each hypothesis. As noted by Daniel (2016), a quantitative approach provides clear-cut analysis, enabling researchers to make generalizations based on

their findings. Additionally, the quantitative method allows for impartiality by eliminating biases, empowering researchers to offer explanations and interpret available data. Our primary goal in this research was to test the hypotheses generated using mathematical calculations of statistical data, as prior studies had produced mixed results. Hence, we sought to address the gap in understanding the relationship between the presence of women and a firm's performance by further exploring these variables.

3.2.2 Exploratory Study

The objective of this study is to investigate the influence of female employees on the organizational performance of MBSB Bank. An exploratory methodology was utilized to test the hypothesis and gain a comprehensive understanding of the subject matter. The outcomes of this research will provide insights into the potential impact of women's representation in the workforce on a company's performance.

3.2.3 Unit of Analysis

Individuals (Employees)

The objective of this research is to examine the impact of specific independent variables, including Women's Managerial Participation, Equal Ratio of Women to Men in an Organization, and Share of Women in Senior Positions, on Organizational Performance. The survey will be disseminated amongst MBSB Bank Berhad's staff members, who occupy varying roles and hierarchical positions.

3.2.4 Time Horizon

Cross-sectional (One-shot)

The objective of this study is to gather essential data that is imperative to address the research inquiries. The information was obtained from MBSB Bank Berhad's workforce during a specific 14-day (2-week) cross-sectional period, which provided ample time to collect the necessary details from the participants. The investigation is focused on analyzing the influence of independent variables on the organizational performance.

3.3 Target Population

Quantitative exploratory research was conducted among employees of MBSB Bank Berhad in Malaysia through the use of a questionnaire. The survey was designed to gather data from employees at various levels throughout the organization, and a total of 265 participants - all of whom were employed by MBSB Bank Berhad - took part in the study.

Table 3.1 Target Population

Department	Target Population	Percentage (%)
Lower Level of Management	A	Z
Middle Level of Management	B	Y
Top Level of Management	C	X
Total	265	100

3.4 Study Population and Sampling Procedures

3.4.1 Sample Size

The determination of employee size and gender composition at MBSB Bank Berhad was based on a sample size of 265 employees. As shown in Figure 7, this sample size is deemed suitable for conducting the research study with an acceptable margin of error at a 95% confidence level.

**Approximate margin of error
(at a 95% confidence level)**

Survey sample size	Margin of error
2,000	+/- 2
1,500	+/- 3
1,000	+/- 3
900	+/- 3
800	+/- 3
700	+/- 4
600	+/- 4
500	+/- 4
400	+/- 5
300	+/- 6
200	+/- 7
100	+/- 10
50	+/- 14

Figure 7 Margin of error in survey sample size

(Lyons, 2015)

A thorough survey was conducted by MBSB Bank Berhad in Malaysia to assess the effect of female managerial participation, gender balance in the workplace, and the number of women in senior positions on the company's performance. The study was conducted in an authentic workplace setting, with no artificial manipulation, and was designed to seamlessly blend into the daily activities of the workplace with minimal intervention. The bank was effectively managed overall, and the survey results identified areas for improvement that could have a positive impact on the company's performance.

3.4.2 Sampling Strategy (Convenience sampling)

The study employed Non-Probability Sampling (NPS), which involved gathering data from a select group of individuals who participated in the study, rather than collecting data from the entire population. This method is particularly helpful when it is difficult to collect data from the entire population. Even though the selection was non-random, the data collected is still representative of the entire population. For this study, the convenience sampling method was utilized to collect data from a specific population of MBSB Bank Berhad employees. This method is affordable and accessible, making it an ideal choice for researchers seeking information on the study. The study focused on employees who were conveniently located within the organization and were easy to approach, making them ideal candidates for the study.

3.5 Data Collection Method

The study utilized an online platform, Google Form, to collect data from employee respondents. The questionnaire link was distributed through various online channels, including WhatsApp groups and LinkedIn. It was observed that the majority of respondents completed the questionnaire on Mondays, resulting in a higher percentage of responses than any other day of the week (Lund, 2023). To leverage this trend, the questionnaires were released on Monday mornings, when employees typically check their notifications and devices as part of their daily routine. This approach yielded a robust dataset with a greater number of responses for analysis.

Since the study focuses on employee respondents, checking notifications is a preferred and routine method for the working class. The questionnaires were created using Google Form for easy data extraction into an Excel sheet. Pearson's correlation analysis of the independent and

dependent variables was used for further analysis (Delgado-Piña et al., 2020). The collected data was then interpreted and analyzed in the subsequent chapter.

The study relied on primary data collected exclusively for research purposes. As an exploratory study, the primary source of data was the insights gathered from MBSB Bank Berhad employees on how the presence of women in the workplace impacts firm performance.

3.6 Collection of Primary Data

The study on MBSB Bank Berhad employees relied on Primary Data gathered from a sample group of 250 respondents. To ensure a comprehensive dataset, the researcher distributed questionnaires through WhatsApp groups and LinkedIn to reach current bank employees in Malaysia. The information obtained from this primary data was crucial in deducing the population's attributes based on the responses provided in the surveys.

3.7 Questionnaire Design

The questionnaire is divided into six distinct sections, each serving a unique purpose. Section A is dedicated to the demographic background of the respondents and consists of six straightforward questions related to gender, age, marital status, level of education, years of service, and position level in the company. Respondents are expected to select the option that best describes them, making this section easy to complete. This section is crucial as it provides relevant demographic information about the respondents.

Section B focuses on the acceptance of gender diversity in the workforce and contains four simple questions regarding the general acceptance of gender diversity in the workplace. This section employs a five-point Likert scale, ranging from "strongly disagree" to "strongly agree."

Sections C, D, and E are designed to assess how respondents react to the independent variables. Section C comprises statements related to Women's Managerial Participation in the organization, while Section D consists of statements describing the factors that influence the Equal Ratio of women to men in the organization. Section E includes statements that discuss the Share of Women in Senior Positions in the organization. The statements in each section aim to gauge the degree of agreement among respondents, utilizing a five-point Likert scale to assess the respondents' level of agreement.

Lastly, Section F is solely focused on assessing Organizational Performance. The statements included in this section are structured to evaluate the degree of agreement among respondents regarding the organization's performance. These questions are crucial as they provide researchers with an average answer to be tested for hypotheses (H1), (H2), and (H3). This section provides valuable insights into how respondents perceive the organizational performance and the relationship that exists between the independent variables and the dependent variable.

3.8 OPERATIONALISATION AND MEASUREMENT

3.8.1 ACCEPTANCE OF EMPLOYEE ON GENDER DIVERSITY

Acceptance of Gender Diversity in the organization

Table 3.8: Acceptance of Gender Diversity construct and items in the questionnaire

Construct Items	Items	Measurement	References	Notes
Gender Diversity	GD1	I'm comfortable to work with both genders	Khanna et al. (2017)	Acceptance of Gender Diversity
	GD2	I value others regardless of the gender	Khanna et al. (2017)	Acceptance of Gender Diversity
	GD 3	I can learn new skills, values working with people of other genders	Khanna et al. (2017)	Acceptance of Gender Diversity
	GD4	I value and respect fundamental differences with respect to gender	Khanna et al. (2017)	Acceptance of Gender Diversity

In this portion of the survey, our objective was to explore attitudes towards gender diversity in the workplace. The questions utilized were adapted from Khanna et al.'s (2017) research and were tailored to fit our study. To evaluate participants' perspectives, we utilized a five-point Likert scale ranging from "strongly disagree" to "strongly agree." Furthermore, we utilized descriptive statistics to analyze the overall perceptions of our respondents regarding gender diversity in the workplace.

3.8.2 INDEPENDENT VARIABLES

This study investigates the impact of women's presence in the workplace on organizational performance. Three independent variables were used to measure the presence of women in the workplace: (1) Women's Managerial Participation, (2) Equal Ratio of Women and Men in an Organization, and (3) Share of Women in Senior Positions. These variables were adapted from previous studies by Eagly & Johannesen-Schmidt (2001), Singh (2023), Krishnan (2020), and Sallooum & Mercier-Suissa (2016) to assess gender diversity in a company's structure.

Women's Managerial Participation was measured using four items that considered the various leadership styles practiced by women in an organization, such as Inspirational Motivation, Intellectual Simulation, Transformational Idealized Influence, and Passive Management-by-exception style. This variable was adapted from Eagly & Johannesen-Schmidt (2001) with minor modifications.

Equal Ratio of Women and Men in an Organization was measured using four items adapted from Krishnan (2020) with some modifications to suit the study. Share of Women in Senior Positions was measured using four items adapted from Sallooum & Mercier-Suissa (2016), Krishnan (2020), and Awwad (2023) with minor modifications. All three variables were measured using a five-point Likert scale where 1 is "strongly disagree" and 5 is "strongly agree".

The inclusion of these variables is significant because they are attributes of gender diversity in a company's structure. The presence of women in the workplace is important for creating a gender-diverse culture, as demonstrated by previous studies by Nakagawa & Schreiber (2014) and Delgado-Piña et al. (2020). The study aims to analyze the impact of women's presence in the workplace on organizational performance, and these variables are essential for further analysis.

Table 3.9: Independent variables construct and items in the questionnaire

Women's Managerial Participation	WM1	Women managers bring new perspectives on problem solving and task completion	Eagly & Johannesen-Schmidt (2001)	The leadership style of women is characterized by intellectual stimulation, which is adapted to suit the particular study.
	WM2	Female managers display a positive outlook and enthusiasm towards achieving goals and future objectives.	Eagly & Johannesen-Schmidt (2001)	The leadership style of women is characterized by intellectual stimulation, which is adapted to suit the particular study.
	WM3	Women in management positions effectively communicate the values, purpose, and significance of their organization's mission. Additionally, they emphasize the importance of the mission to their team members.	Eagly & Johannesen-Schmidt (2001)	The leadership style of women is characterized by intellectual stimulation, which is adapted to suit the particular study.
	WM4	Female managers often wait until problems escalate before taking action to address and resolve them.	Eagly & Johannesen-Schmidt (2001)	The leadership style of women is characterized by intellectual stimulation, which is adapted to suit the particular study.
Equal Ratio of Women to Men in the Organization	EQ1	Employers do not discriminate against employees during the hiring and recruitment process on a gender basis	Krishnan (2020)	Adapted to suit the study
	EQ2	The organization does a good job of hiring women	Krishnan (2020)	Adapted to suit the study
	EQ3	Fair treatment is given to all employees, whether they are female or male	Krishnan (2020)	Adapted to suit the study
	EQ4	There are opportunities for growth and advancement for women in the organization	Krishnan (2020)	Adapted to suit the study
Share of women in senior positions	SP1	There is no gender diversity in the board of directors of the organization	Salloom & Mercier-suissa (2016)	Adapted to suit the study
	SP2	The organization has women on the board of directors	Salloom & Mercier-suissa (2016)	Adapted to suit the study
	SP3	There are female managers in the organization	Salloom & Mercier-suissa (2016)	Adapted to suit the study
	SP4	Women are involved in the organization's decision-making as much as men	Krishnan (2020)	Adapted to suit the study

3.8.3 DEPENDENT VARIABLE

Organizational Performance

The purpose of this research paper was to explore the relationship between Organizational Performance, which was the dependent variable, and three independent variables - Women's Managerial Participation, Equal Ratio of Women to Men in an Organization and Share of Women in Senior Positions. To test this relationship, hypothesis testing was conducted, resulting in the formulation of (H1), (H2) and (H3). To measure the independent variables, four items were included in the questionnaire, adapted from Musliana (2012) with slight modifications to suit the study. Similarly, the questionnaire included four items for each factor, which were measured using a five-point Likert scale system, where 1 represented "strongly disagree", 2 represented "disagree", 3 represented "neutral", 4 represented "agree" and 5 represented "strongly agree".

Table 3.10: Organizational Performance construct and items in the questionnaire

Construct Items	Items	Measurement	References	Notes
Organizational Performance	OF1	I am satisfied with the organization profit and loss	Musliana (2012)	Adapted to suit the study
	OF2	I find that the strategy used by the organization has achieved the profit target	Musliana (2012)	Adapted to suit the study
	OF3	The organization is achieving the desired profit target	Musliana (2012)	Adapted to suit the study
	OF4	Changing in profit or loss has affected work performance in the overall organization	Musliana (2012)	Adapted to suit the study

3.9 DATA ANALYSIS TECHNIQUES

3.9.1 Descriptive Analysis Techniques

When analyzing data, descriptive statistics involve interpreting data sets using numerical values. This approach summarizes the gathered information in a manner that is meaningful and straightforward to understand. After analyzing the data, descriptive statistics are utilized to provide a concise summary of the revealed statistics (Sousa & Santos, 2022). In this particular study, descriptive statistics were utilized to present the quantitative data collected from the participants, resulting in a clear and succinct representation of the research findings.

3.9.2 Cronbach Reliability Analysis

To ensure the reliability of the primary data collected, the Cronbach's Alpha Analysis method is utilized in this study. Tavakol and Dennick (2011) suggest this method as a means of evaluating the accuracy of an instrument by analyzing the collected data. This method measures the internal consistency of a scale and is represented by a value between 0 and 1. Additionally, it aids in identifying errors in the testing process. Typically, an acceptable alpha value ranges from 0.70 to 0.95 (Tavakol & Dennick, 2011). A low alpha value signifies that the researcher's questions are not well connected, whereas an alpha value that is too high may result in redundancies in the questions asked, as the researcher may ask the same questions in different ways.

3.9.3 Inferential Analysis Techniques

This study utilized Pearson's correlation analysis on SPSS to determine the relationship between the independent variables and dependent variables based on the developed hypothesis. The Pearson's correlation rank correlation coefficient was chosen for its robustness. A Likert scale measurement was used for data analysis on the SPSS software pack. Figure 8 illustrates the direction and strength of correlation between variables.

Correlation Coefficient Value (r)	Direction and Strength of Correlation
-1	Perfectly negative
-0.8	Strongly negative
-0.5	Moderately negative
-0.2	Weakly negative
0	No association
0.2	Weakly positive
0.5	Moderately positive
0.8	Strongly positive
1	Perfectly positive

Figure 8 Pearson's correlation coefficient value (r)

(Ratnasari, Mada, Nazir, Ode, Zilullah & Pawiro, 2016)

In order to effectively engage with respondents and gain a thorough understanding of their perspectives on gender diversity in the workplace, it is essential to include demographic questions and questionnaire items. These tools allow for valuable insights into the impact of gender diversity on organizational performance. By utilizing a combination of quantitative analysis and descriptive statistics, a comprehensive overview of the influence of gender diversity factors can be obtained.

3.10 Ethical Considerations

The study conducted was meticulously carried out to ensure the highest ethical standards. The Graduate School of Business at Universiti Tun Abdul Razak (UniRAZAK) closely supervised and approved the study to ensure that all research standards and practices were followed. Obtaining approval was crucial to ensure the document's validity and integrity.

The researcher sought permission from MBSB Bank Berhad to conduct the study, and all participants were assured of total anonymity and confidentiality. The respondents were given a brief of the study and its objectives before consenting to participate.

Informed consent was obtained from all participants before answering the questionnaires. The study had academic purposes only, and the codes of secrecy were agreed upon before the participants' involvement. The researcher ensured that all ethical guidelines were followed to guarantee the highest level of accuracy and validity in the study.

3.11 Summary of the Chapter

Chapter three of this paper provides an in-depth discussion on the research methodology employed throughout the research process. The chapter covers various aspects such as the sampling design process, data collection method, and data analysis. Additionally, the research design is also described. In essence, this chapter provides a detailed account of how the data obtained through questionnaires are distributed to the target population and subsequently analyzed in the following chapter.

CHAPTER 4

DATA FINDINGS AND ANALYSIS

4.1 Introduction

This chapter delves into a comprehensive analysis of the data collected from the questionnaire responses of MBSB Bank Berhad employees. The main focus of this analysis is to examine how the presence of women in the workplace impacts organizational performance. The research methodology and strategy that were elaborated in Chapter Three are discussed in detail.

The chapter is divided into several subsections, each covering a specific aspect of the research. The first subsection presents the demographic background of the respondents, which provides insight into the composition of the sample group. The second subsection explores the acceptance of gender diversity among employees and how it affects organizational performance. The third subsection is a descriptive analysis of the data obtained from the questionnaire responses. This analysis helps to identify patterns and trends in the data, enabling a better understanding of the research objectives. The fourth subsection is a Pearson correlation analysis, which explores the relationship between the variables under investigation. The fifth subsection is a multiple linear regression analysis, was used to determine the impact of the independent variables on the dependent variable. The overall objective of the research is to establish a relationship between women's managerial participation, equal ratio of women to men in the organization, share of women in senior positions, and organizational performance.

The results of the study are presented in a visual format, making it easier to understand the data obtained. The data is analyzed using descriptive analysis and SPSS tools, providing a detailed understanding of the relationships that exist between the variables in relation to the aim of the research.

Finally, a summary of this chapter is included, which summarizes the key findings and conclusions drawn from the analysis. This chapter is an essential component of the research, providing valuable insights into the relationship between the presence of women in the workplace and organizational performance.

4.2 Rate of Response

The purpose of this study was to conduct a survey among the employees of MBSB Bank Berhad. To achieve this, 250 questionnaires were randomly distributed among the employees. After the stipulated time period had ended, only 203 respondents submitted their responses, resulting in an 81.2% response rate. The response rate of 81.2% is considered satisfactory as it meets the ideal response rate of 80% or more recommended by Fincham (2008) and Boadi (2022).

It is important to note that the questionnaire was voluntary, and respondents had the option to participate or not. Therefore, a total of 47 respondents did not respond, resulting in a non-response rate of 18.8%. Although having a 100% response rate would have been ideal, the non-response rate was expected and in line with the voluntary nature of the questionnaire. Overall, the study received a satisfactory response rate and provided valuable insights into the opinions and perceptions of MBSB Bank Berhad employees.

Table 4.1: Rate of Response

Respondents	Responses received	No response	Total
CIMB Bank Berhad Employees	203	62	265
Percentage (%)	76.6	23.3	100

4.3 Section A: Demographic Analysis of Respondents

In this section of the questionnaire, we included general questions to gather information about the demographic of the respondents. As the study focused on employees of MBSB Bank Berhad, we asked questions relating to gender, age, marital status, highest level of education completed, years of service, and position in the company. This information was relevant to our research, and helped us better understand the respondents' answers for the rest of the questionnaire (as shown in Table 4.2).

Table 4.2: Demographic Profile of Respondents

Demographics	Categories	Frequency (n)	Percentage (%)
Gender	Male	98	48.3
	Female	105	51.7
Age (years)	18 – 20	2	1
	21 – 30	95	46.8
	31 – 40	47	23.2
	41 – 50	26	12.8
	51 – 60	33	16.3
Marital Status	Single	100	49.3
	Married	92	45.3
	Widower/Divorced	11	5.4
Highest Completed Level of Education	Primary School	0	0
	High School	11	6.9
	Diploma	43	21.2
	Degree	112	55.2
	Master's Degree	31	15.3
	Doctorate	3	1.5
Years of Service	Less than 5	103	50.7
	5 – 10	43	21.2
	11 – 20	24	11.8
	More than 20	33	16.3
Position in the company	Junior Management	100	49.3
	Middle Management	75	36.9
	Top Management	28	13.8

In this study, a total of 203 participants were surveyed, comprising of 105 females (51.7%) and 98 males (48.3%). The results showed that the majority of the respondents fell under the age range of 21 to 30 years (46.8%), followed by 31 to 40 years (23.2%), 41 to 50 years (12.8%), 51 to 60 years (16.3%), and 18 to 20 years (1%). These results indicate that the majority of the participants were from the Gen Z and Millennial age groups.

The study also revealed that nearly half of the respondents were single (49.3%) and the rest were either married (45.3%), widowed, or divorced (5.4%). In terms of education, the majority of the respondents had completed their degree (55.2%), followed by a master's degree (22.2%), a diploma (21.2%), and a doctorate (1.5%). None of the participants had completed primary school education, indicating that all had at least a high school education.

Moreover, more than half of the respondents had worked in the organization for less than 5 years (50.7%). Meanwhile, 21.2% had worked between 5-10 years, 11.8% had worked between 11-20 years, and 16.3% had worked for more than 20 years. This shows that the majority of the participants were relatively new to the organization.

Finally, in terms of the position held, the majority of the respondents belonged to the junior management level (49.3%), followed by middle management (36.9%), and top management (13.8%). This information provides insights into the demographic and professional characteristics of the participants, which can be useful for future research and organizational decision-making.

4.4 Section B: Acceptance of Respondents on Gender Diversity

The questionnaire in Section B aimed to evaluate the respondents' willingness to work in an environment that promotes gender diversity.

4.4.1 Comfort level of employees while working alongside individuals of different genders.

According to feedback from MBSB Bank Berhad employees, the majority strongly express comfort in working with colleagues of any gender within the organization. However, 36.5% of employees express only moderate agreement, while 3.5% strongly disagree and 3.0% disagree with the notion of working with both genders. This percentage may negatively affect those who feel uneasy working with colleagues of different genders. Furthermore, 11.2% of employees remain neutral on the subject of working with both male and female colleagues.

Table 4.3: Comfort level of employees of working with both genders

Degree of Agreeability	Respondents	Percentage (%)
Strongly Disagree	7	3.5
Disagree	5	3.0
Neutral	23	11.2
Agree	74	36.5
Strongly Agree	94	45.8
Total	203	100

4.4.2 Employees Valuation regardless of Gender

This study examined how MBSB Bank Berhad employees perceive the value they place on one another, regardless of gender. The results indicated that over 50% of employees strongly agreed with the notion of valuing one another, while an additional 33% agreed. Only 10% remained neutral, while a small percentage (3% and 3.4%) strongly disagreed or disagreed with the idea. These findings highlight the need for organizations to create a culture of diversity and inclusivity, where all employees feel respected and valued, regardless of personal characteristics such as gender.

Table 4.4: Employees Valuation regardless of gender

Degree of Agreeability	Respondents	Percentage (%)
Strongly Disagree	6	3.0
Disagree	7	3.4
Neutral	21	10.3
Agree	67	33.0
Strongly Agree	102	50.3
Total	203	100

4.4.3 Obtaining new skills and values from the opposite gender

The survey results conducted among employees of MBSB Bank Berhad have shed light on their perceptions of obtaining new skills and values from employees of the opposite gender. Almost half of the respondents, or 48.3% of the majority, strongly agreed that they could benefit from learning new skills and values from the opposite gender. Another 37.8% of employees agreed, emphasizing the fact that employees can learn from each other, regardless of gender.

However, some employees remained unconvinced. The survey revealed that 3% of employees disagreed, while another 3% strongly disagreed that they could learn new skills and values from the opposite gender. This suggests that some employees may hold certain biases or preconceived notions about the abilities of employees of the opposite gender.

It is worth noting that a significant proportion of respondents, or 7.9% of the total, remained neutral on the matter. This indicates that there may be some uncertainty or lack of clarity among employees regarding the extent to which they can benefit from learning from each other's skills and values, specifically those of the opposite gender.

Overall, the survey results indicate that there is ample room for further exploration and discussion on this topic within the organization.

Table 4.5: Obtaining new skills and values from the opposite gender

Degree of Agreeability	Respondents	Percentage (%)
Strongly Disagree	6	3.0
Disagree	6	3.0
Neutral	16	7.9
Agree	77	37.8
Strongly Agree	98	48.3
Total	203	100

4.4.4 Respecting Fundamental Differences between gender

This survey conducted at MBSB Bank Berhad has shown that the majority of employees hold a positive perspective towards gender differences. Specifically, 48.8% of employees strongly agree that they respect the inherent differences between genders, with an additional 36.9% agreeing with the statement. Only 9.3% of employees felt neutral on the issue. Conversely, 3% of employees strongly disagreed with the notion of respecting gender differences, while the remaining 2% simply disagreed. Overall, the survey demonstrates that a high number of MBSB Bank Berhad employees value and appreciate gender diversity.

Table 4.6: Respecting Fundamental Differences between gender

Degree of Agreeability	Respondents	Percentage (%)
Strongly Disagree	6	3.0
Disagree	4	2.0
Neutral	19	9.3
Agree	75	36.9
Strongly Agree	99	48.8
Total	203	100

4.5 Data Reliability Analysis

Structured questionnaires were employed in the research study to gather data, which was deemed the primary source. To ensure the credibility of the data, the researcher utilized Cronbach's alpha to gauge its reliability, assessing it on a scale of 0 to 1. A score of 0.7 or higher was considered suitable for analysis, whereas a score below 0.6 was deemed unreliable. These measures were put in place to ensure the accuracy and reliability of the data used in the study, thus rendering the findings more dependable and robust.

Table 4.7: Data Reliability Analysis

Variable	Number of Item	Item Dropped	Cronbach's Alpha
Women's Managerial Participation	4	0	0.79
Equal Ratio of Women to Men in the Organization	4	0	0.89
Share of Women in Senior Positions	4	0	0.79
Organizational Performance	4	0	0.88

The reliability analysis of Cronbach's value for Gender Diversity factors is presented in Table 4.7. The factors include Women's Managerial Participation, Equal Ratio of Women to Men in the Organization, and Share of Women in Senior Positions. The reliability coefficient for Women's Managerial Participation is 0.79, while for Equal Ratio of Women to Men in the Organization, it is 0.89. Unfortunately, the reliability value for Share of Women in Senior Positions is not provided. However, since the independent variables have a reliability

coefficient above 0.7, we can accept them. Moreover, the Organizational Performance's reliability as the dependent variable is acceptable with a reliability value of 0.88.

4.6 Descriptive Analysis

To derive meaningful insights from raw numerical data, researchers frequently employ descriptive analysis. In this particular segment, we utilized SPSS to carry out descriptive analysis and determine the means and standard deviations of our variables. Through this approach, we obtained a composite mean and standard deviation, which we have presented in Table 4.8. The table features all the tabulated values for the variables utilized in our study.

Table 4.8: Descriptive Statistics of Variables

Variable	Standard Deviation	Composite Mean
Women's Managerial Participation	3.19	3.56
Equal Ratio of Women to Men in the Organization	3.52	3.90
Share of Women in Senior Positions	3.33	3.83
Organizational Performance	3.34	3.73

The study measured various factors using a 5-point Likert scale. Based on the results presented in Table 4.8, it can be observed that Women's Managerial Participation, which is the independent variable, had an average score of 3.56 and a standard deviation of 3.19. The gender ratio in the organization was almost equal, with an average score of 3.90 and a standard

deviation of 3.52. Furthermore, the proportion of women in higher positions had an average score of 3.83 and a standard deviation of 3.33. Lastly, the study found that the Organizational Performance, which is the dependent variable, had an average score of 3.73 and a standard deviation of 3.34.

4.7 Correlations of variables

In this study, we have utilized Pearson's correlation, a statistical analysis technique, to evaluate the degree of correlation between variables. Pearson's correlation coefficient (r) is a numerical representation of the relationship between variables and can range from -1 to +1. By examining Table 4.9, we can see the Pearson correlation coefficient values (r) that reveal the relationship between each variable (Ratnasari et al., 2016). This analysis allows us to gain a deeper understanding of the connections between different variables.

Table 4.9: Direction and strength of r value

Correlation Coefficient Value (r)	Direction and Strength of Correlation
1	Perfectly Positive
0.8- 0.99	Strongly Positive
0.5 – 0.79	Moderately Positive
0.2 – 0.49	Weakly Positive
0	No association
-0.2 – -0.49	Weakly Negative
-0.5 - -0.79	Moderately Negative
-0.8 – - 0.99	Strongly Negative
-1	Perfectly Negative

In Table 4.10, we present the outcome of a correlation analysis that was carried out to examine the relationship between the independent and dependent variables. The computed r value is a

measure of the strength and direction of the correlation between the two variables. The obtained result is then compared to the hypothesis proposed by the study, which allows us to determine whether there is a significant relationship between the variables or not. This analysis is crucial in understanding the findings of the study and drawing meaningful conclusions based on the results.

Table 4.10 Inter-Correlation Pearson Analysis

Variable	Women's Managerial Participation	Equal Ratio of Women to Men in an Organization	Share of Women in Senior Positions	Organizational Performance
Women's Managerial Participation	1	0.389**	0.469**	0.530**
Equal Ratio of Women to Men in the Organization		1	0.720**	0.525**
Share of Women in Senior Positions			1	0.507**
Organizational Performance				1

**Correlation is significant at $p < .01$ level (2-tailed)

Hypothesis 1 suggests that there is a correlation between the level of women's managerial participation in an organization and its performance.

In order to explore the relationship between Women's Managerial Participation and Organizational Performance, a detailed analysis was conducted. The method employed was inter-correlation analysis with Pearson's correlation coefficient, which is a widely accepted statistical measure for examining the strength of a linear association between two variables. The results of the analysis revealed that there is a moderate positive correlation between Women's Managerial Participation and Organizational Performance, with an r value of 0.530 and a p value of less than 0.05. The sample size used for this analysis was $n=203$. Additionally, based on Table 4.11, the Beta value of 0.352 was found to be positive and statistically

significant with a p-value of <0.05 . This suggests that Women's Managerial Participation has a meaningful impact on Organizational Performance. As a result, we can confidently conclude that the data supports hypothesis H1, and that Women's Managerial Participation should be actively encouraged in organizations to improve performance.

Hypothesis 2 suggests a correlation between equal ratio of men and women in an organization and organizational performance.

The study aimed to investigate the potential relationship between the gender balance within an organization and its performance using a Pearson's correlation analysis. The results revealed a moderate and meaningful positive correlation between the two variables, indicating that gender balance may play a role in the overall performance of an organization. The correlation coefficient (r-value) of 0.525 and p-value of less than 0.05 further supported this finding. The study involved a sample size of 203 and included a Beta value of 0.287 with a p-value of less than 0.05, providing additional evidence to support the acceptance of hypothesis H2.

Hypothesis 3 suggests that there is a correlation between the percentage of women in high-ranking positions and organizational performance.

The purpose of this study was to investigate the relationship between the Share of Women in Senior Positions and Organizational Performance. To achieve this, an analysis was conducted using Pearson's inter-correlation method. The results depicted a moderately positive correlation between these two variables, with a correlation coefficient (r-value) of 0.507, a p-value of 0.103, and a sample size of 203. However, the correlation was found to be not statistically significant. Moreover, after referring to Table 4.11, it was observed that the Beta value was positive at 0.135 with a p-value of 0.103, indicating that H3 can be accepted.

Table 4.11 Multiple Regression Analysis (MRA) Results

Variable	Beta coefficient	Significant (p-value)
Women's Managerial Participation	0.352	<0.001
Equal Ratio of Women to Men in the Organization	0.287	<0.001
Share of Women in Senior Positions	0.135	0.103
Value of F	45.363	
Value of R	0.637	
Value of R-Squared	0.406	
Value of Adjusted R-Squared	0.397	

The results of the study reveal that Women's Managerial Participation has the most significant impact on Organizational Performance, as indicated by its Beta coefficient value of 0.352. The Equal Ratio of Women to Men in an Organization follows closely with a value of 0.287, while the Share of Women in Senior Positions has the least impact with a value of 0.135, as presented in Table 4.11. The study shows that these three independent variables have a correlation with the dependent variable, with an R-value of 0.637, suggesting a strong association between them. The R Square value of 40.6% implies that the model explains a significant portion of the variation in Organizational Performance. The Adjusted R Square value of 0.397 takes into account the number of additional independent variables used in the study, including Women's Managerial Participation, Equal Ratio of Women to Men in an Organization, and Share of Women in Senior Positions, which collectively explain 39.7% of the changes in the dependent

variable. Therefore, the study highlights the importance of Women's Managerial Participation and Equal Ratio of Women to Men in an Organization in enhancing Organizational Performance.

4.8 Summary of Hypothesis

In this study, the Table 4.12 summarises the hypothesis.

Table 4.12: Hypothesis summary

HYPOTHESIS		RESULT
H1	There is a relationship between Women's Managerial Participation and an Organizational Performance	Hypothesis accepted
H2	There is a relationship between Equal Ratio of Women to Men and an Organizational Performance	Hypothesis accepted
H3	There is a relationship between Share of Women in Senior Positions and an Organizational Performance	Hypothesis accepted

4.9 Summary of the Chapter

In this chapter, we presented the findings of a research study that we conducted among the employees of MBSB Bank Berhad. Our analysis of the data using descriptive analysis, inter-correlation analysis, and multiple linear regression analysis showed that all three independent variables are significantly related to organizational performance. The three independent variables, namely Women's Managerial Participation, an Equal Ratio of Women to Men in an Organization, and other organizational factors, explained 40.6% of the variance in organizational performance. This indicates that our model provides a moderate explanation of the relationship between the variables.

Our analysis further revealed that Women's Managerial Participation and an Equal Ratio of Women to Men in an Organization are significantly associated with organizational performance when using Multiple Linear Regression (MRA). This finding highlights the importance of gender diversity and inclusivity in achieving better organizational performance.

In the upcoming Chapter 5, we will provide a more in-depth analysis of our findings and offer recommendations to help organizations improve their performance.

CHAPTER 5

CONCLUSION & RECOMMENDATIONS

5.1 Introduction

In this chapter, we analyse how the presence of women in the workplace impacts organisational performance based on findings from Chapter 4.

5.2 Limitations of the study

When interpreting the findings of the study, we do appreciate several limitations. Firstly, the data analysed was collected solely from one organisation, which may limit the scope and generalizability of the results. Secondly, the study focused on the impact of female presence on organisational performance in a specific bank and country, so applying the findings to other industries and countries should be approached with caution. It should also be noted that the percentage of women in senior positions at MBSB Bank was based on research and data collecting and is not an absolute statistic from their human resources.

Furthermore, the research was conducted within a limited time frame, which may have impacted the quality and quantity of responses gathered. Additionally, the study relied solely on questionnaire responses from employees in the banking sector in MBSB Bank headquarters only, which may have excluded the perspectives of employees in other sectors.

It is essential to note that this study was exploratory in nature, and further comprehensive research is needed to establish a more robust understanding of the topic. The study's reliance on questionnaires may have restricted the depth of information gathered, and conducting interviews with respondents could yield a more nuanced result.

5.3 Recommendations for future research

The researcher suggests that future studies ought to consider the following recommendations, given the limitations of this study:

1) To provide a clearer picture of the obtained results, it is recommended to expand the scope of the research by including other organisations within the same industry. Additionally, comparing data findings can also shed light on how these results may apply to other industries, including local and international banks in Malaysia.

2) To better understand the impact on Organizational Performance, it is recommended to develop additional independent variables that consider Women in the workplace. For instance, equal pay for both genders in the same position.

3) To draw out more nuanced results, it is suggested to conduct interviews instead of handing out questionnaires to employees. Researchers can gain insights that may differ from those obtained solely through questionnaires.

4) To obtain a broader understanding of the situation, it is recommended to take into consideration other industries by performing analyses on the different types of industries in Malaysia, such as construction, healthcare, and education.

5.4 Conclusions

The study has successfully met its objectives by providing valuable insights into the impact of including women in managerial positions, maintaining a gender-balanced ratio within an organisation, and having senior-level women representation on organisational performance. The study highlights that women's participation in managerial positions and equal representation of men and women are the two most influential factors in improving the performance of MBSB Bank Berhad Malaysia. The findings emphasise the significance of gender diversity in organisational leadership and its positive effect on business growth. The impact of women in the workplace is certainly a cause, along with other factors, for good organisational performance.

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APPENDIX 1

Universiti Tun Abdul Razak

Tun Razak Graduate School of

Business

URCC

50400 Kuala Lumpur

Date: 17th August 2023

Dear Participant,

I hope this message finds you well.

As an active member of the workforce, your input is invaluable to us. This questionnaire has been specifically designed to study the impact of women in the workplace on organisational performance. By sharing your honest and frank responses, you will help us analyse and understand the overall study better. Please rest assured that any information provided will be kept strictly confidential. Only the members of the research team will have access to the data given. We understand that your time is precious, and we greatly appreciate your participation in this research.

Thank you for your cooperation and for taking the time to contribute to this study. Your input will help us identify ways to create a more inclusive and high-performing workplace for everyone.

Sincerely,

Poonam

Student

Prof. Dr. Siri Roland Xavier

Research Supervisor

APPENDIX 2

SECTION A: DEMOGRAPHIC INFORMATION

Kindly complete the following details of marking the appropriate box clearly. Your assistance to participate in this research study is highly appreciated.

1. Gender

- Male
- Female

2. Age (Years)

- 18 – 20
- 21 – 30
- 31 – 40
- 41 – 50
- 51 – 60

3. Marital Status

- Married
- Single
- Widower
- Divorced

4. Highest Completed Level of Education

- Primary School
- High School
- Diploma
- Degree
- Master's Degree
- Doctorate

5. Years of service

- < 5
- 5 – 10
- 11 – 20
- > 20

6. Position in the company

- Lower Level of management
- Middle Level of management
- Top Level of management

APPENDIX 3

SECTION B: ACCEPTANCE OF GENDER DIVERSITY

Instructions:

This questionnaire are descriptive statements. Take your time and answer according to how each statement applies to you by marking [X] in the box.

No	Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	I am comfortable to work with both genders					
2	I value others regardless of the gender					
3	I can learn new skills, values working with people of other genders					
4	I value and respect fundamental differences with respect to gender					

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APPENDIX 4

SECTION C: WOMEN'S MANAGERIAL PARTICIPATION

Instructions:

This questionnaire are descriptive statements. Take your time and answer according to how each statement applies to you by marking [X] in the box.

No	Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	Women managers bring new perspectives on problem solving and task completion					
2	Women managers exhibit optimism and excitement about goals and future states					
3	Women managers communicate values, purpose, and importance of mission					
4	Women managers wait until problems become severe before attending and intervening with a problem					

APPENDIX 5

SECTION D: EQUAL RATIO OF WOMEN TO MEN IN AN ORGANISATION

Instructions:

This questionnaire are descriptive statements. Take your time and answer according to how each statement applies to you by marking [X] in the box.

No	Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	Employers do not discriminate against job candidates based on gender during the hiring and recruitment process.					
2	The organisation does a good job of hiring women					
3	All employees, regardless of their gender, are treated fairly.					
4	There are ample opportunities for women to grow and advance in the organization. Any sort of inequality or discrimination is not tolerated here.					

APPENDIX 6

SECTION E: SHARE OF WOMEN IN SENIOR POSITIONS

Instructions:

This questionnaire are descriptive statements. Take your time and answer according to how each statement applies to you by marking [X] in the box.

No	Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	There is no gender diversity in the board of directors of the organisation					
2	There are women who serve as members of the board of directors in the organization.					
3	There are female managers in the organisation					
4	Women are equally involved in the decision-making process of the organization as men.					

APPENDIX 7

SECTION F: ORGANISATIONAL PERFORMANCE

Instructions:

This questionnaire are descriptive statements. Take your time and answer according to how each statement applies to you by marking [X] in the box.

No	Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	I am satisfied with the organisation profit and loss					
2	I believe that the organization's strategy has successfully attained the desired profit target.					
3	The organisation is achieving the desired profit target					
4	The changes in profit or loss have had an impact on the work performance of the entire organization.					

APPENDIX 8

CRONBACH'S RELIABILITY ANALYSIS

1. Cronbach's Alpha of Women's Managerial Participation

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.785	.809	4

2. Cronbach's Alpha of Equal Ratio of Men to Women in an Organization

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.880	.881	4

3. Cronbach's Alpha of Share of Women in Senior Positions

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.792	.811	4

4. Cronbach's Alpha of Organizational Performance

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.878	.878	4



APPENDIX 9

DESCRIPTIVE ANALYSIS USING SPSS

1. Descriptive Statistics of Women's Managerial Participation

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
WM	203	1.00	5.00	3.7192	.96214
WM	203	1.00	5.00	3.7094	.95402
WM	203	1.00	5.00	3.8177	.94465
WM	203	1.00	5.00	2.9951	1.21255
Valid N (listwise)	203				

Composite Mean: 3.56

2. Descriptive Statistics of Equal Ratio of Women to Men in an Organization

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
ER	203	1.00	5.00	3.7783	1.03652
ER	203	1.00	5.00	3.8571	1.00212
ER	203	1.00	5.00	3.9557	1.04503
ER	203	1.00	5.00	4.0394	1.01397
Valid N (listwise)	203				

Composite Mean: 3.90

3. Descriptive Statistics of Share of Women in Senior Positions

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
SP	203	1.00	5.00	3.3892	1.22324
SP	203	1.00	5.00	3.8719	1.00166
SP	203	1.00	5.00	4.0739	.93843
SP	203	1.00	5.00	3.9606	1.05700
Valid N (listwise)	203				

Composite Mean: 3.83

4. Descriptive Statistics of Organizational Performance

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
OF	201	1.00	5.00	3.6866	1.00313
OF	203	1.00	5.00	3.7438	.96133
OF	202	1.00	5.00	3.7228	.96834
OF	203	1.00	5.00	3.7685	.95988
Valid N (listwise)	200				

Composite Mean: 3.73


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APPENDIX 10

Correlation analysis of independent variable and dependent variable

Correlations

		Womens_Man- agerial_Part- icipation	Equal_Ratio_ Men_to_Wom- en	Share_Of_Wo- men_In_Senio- r_Positions	Organiza- tional_Financial_ Performance
Womens_Man- agerial_Part- icipation	Pearson Correlation	1	.399**	.469**	.530**
	Sig. (2-tailed)		<.001	<.001	<.001
	N	203	203	203	203
Equal_Ratio_ Men_to_Wom- en	Pearson Correlation	.399**	1	.720**	.525**
	Sig. (2-tailed)	<.001		<.001	<.001
	N	203	203	203	203
Share_Of_Wo- men_In_Senio- r_Positions	Pearson Correlation	.469**	.720**	1	.507**
	Sig. (2-tailed)	<.001	<.001		<.001
	N	203	203	203	203
Organiza- tional_Financial_ Performance	Pearson Correlation	.530**	.525**	.507**	1
	Sig. (2-tailed)	<.001	<.001	<.001	
	N	203	203	203	203

** . Correlation is significant at the 0.01 level (2-tailed).

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APPENDIX 11

MULTIPLE REGRESSION ANALYSIS (MRA) RESULTS

Multiple Regression Analysis of independent variable and dependent variable

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1.	(Constant)	.843	.253		3.336	.001		
	Womens_Managerial_Participation	.368	.065	.352	5.669	<.001	.772	1.295
	Equal_Ratio_Men_to_Women	.272	.075	.287	3.632	<.001	.476	2.099
	Share_Of_Women_In_Senior_Positions	.135	.082	.135	1.639	.103	.442	2.263

a. Dependent Variable: Organizational_Financial_Performance

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APPROVAL PAGE

**TITLE OF PROJECT: WOMEN IN THE WORKPLACE AS MANAGERS: A
CASE STUDY ON IMPROVED ORGANIZATIONAL
PERFORMANCE - COINCIDENCE OR CAUSE?**

NAME OF AUTHOR: POONAM REMESH

The undersigned is pleased to certify that the above candidate has fulfilled the condition of the project paper prepared in the partial fulfilment for the award of the degree of Master of Business Administration.

SUPERVISOR

Signature : _____
Name : _____
Date : _____



ENDORSED BY:

Dean

Graduate School of Business

Date: