

## **Chapter 2 – Data Collection & Analysis**

This chapter starts with explaining the data collection process in order to identify and measure public perception towards women in leadership. Then, data analysis is applied on the sample collected in order to find meaningful conclusions

### **Research Method**

A questionnaire is employed as the means of researching the issue of women in leadership. This research instrument is chosen because it is easier and cheaper to administer, and does not require much effort both from the researcher and the respondents compared to other survey methods such as interview. The standard answers provided in answering the questions also make it easy to compile and analyze data later on.

### **Questionnaire Design**

The questionnaire (as per Appendix 1) consists of 13 questions. These 13 questions are broken down into:

- Question 1 (one question) – Question to measure how cooperative the respondents towards a lady boss.
- Question 2 (one question) – Question to measure general perception towards a lady boss.
- Question 3 (one question) – Question to find out the respondent's gender preference on leadership.
- Question 4 to 9 (six questions) – Questions to measure perception on six specific attributes of a lady boss.
- Question 10 (one question) – Question asking for one-word answer to find out the first impression towards a lady boss.

- Question 11 to 13 (three questions) – Questions to ask respondent's demographic information on gender, age group and working experience.

### **Data Collection**

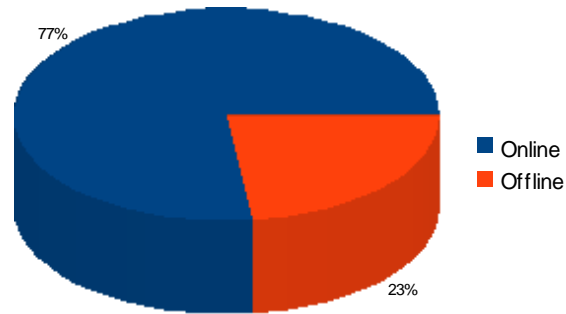
The questionnaire is administered both on and off the Internet. It was put up online using Google Docs at the web address <http://spreadsheets.google.com/viewform?hl=en&formkey=dFRPejg2UW96RVJpNFFLTnpiS2tHT0E6MA>. Online questionnaire is used in order to save time and bring convenience to both the researcher and the respondents. The online survey has run for four days from October 5 to October 8, 2009.

The questionnaire is also administered offline by distributing it in hard copy to target respondents in order to get responses from the public who are not online, or prefer not to fill out survey on the Internet.

### **Data Analysis – Sample Collected**

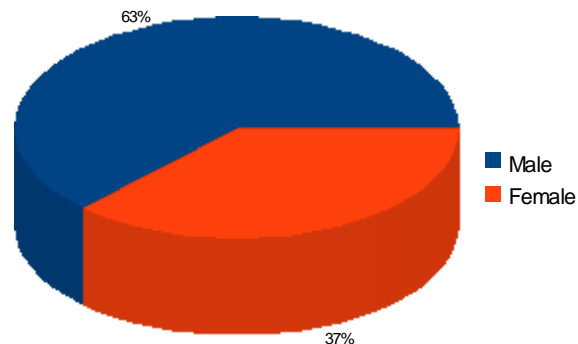
Altogether, 81 responses have been collected. Of these, 3 responses are duplicates. Therefore, only 78 valid responses are accepted as valid.

Of these 78 responses, 60 responses (or 77%) are collected online, while the other 18 responses (23%) are collected offline.



*Illustration 1: Online vs. Offline Respondents*

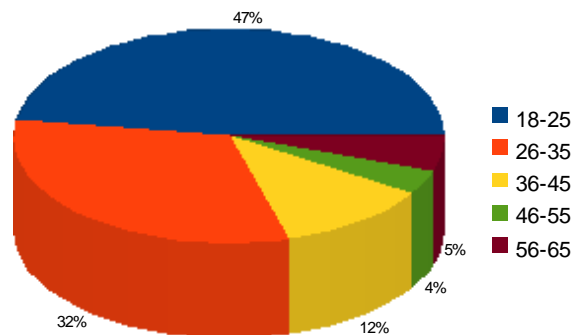
Gender is an important variable to identify perception towards women leadership between male and female. In the survey, male respondents constitute 49 (or 63%) out of the 78 respondents. The other 29 responses (or 37%) come from female respondents. In other words, nearly two-third of all respondents are male, and a little more than one-third come from female respondents.



*Illustration 2: Male vs. Female Respondents*

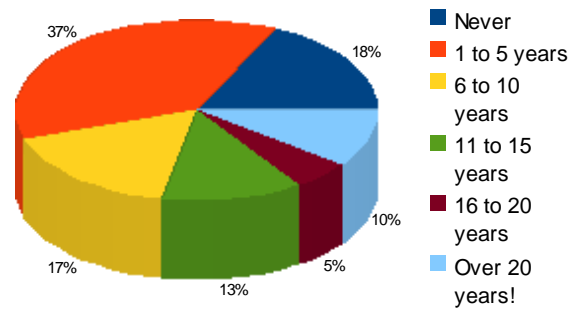
Age group is another variable used to find out how the perception towards women leadership changes according to age. Of the 78 respondents, 37 respondents (or 47%) are from 18 to 25 years old, 25

respondents (or 32%) are from 26 to 35 years old, 9 respondents (or 12%) are from 36 to 45 years old, 3 respondents (or 4%) are from 46 to 55 years old, and 4 respondents (or 5%) are from 56 to 65 years old.



*Illustration 3: Age Group of Respondents*

The working experience of the respondents may have an effect on their perception towards women leadership. As such, the questionnaire identifies the working experience of the respondents in term of years. It is found that 14 respondents (or 18%) have never worked, 29 respondents (or 37%) have worked from 1 to 5 years before, 13 respondents (or 17%) have worked from 6 to 10 years before, 10 respondents (or 13%) have worked from 11 to 15 years before, 4 respondents (or 5%) have worked from 16 to 20 years before, and 8 respondents (or 10%) have worked for more than 20 years before.



*Illustration 4: Working Experience of Respondents*

### **Data Analysis – Perception on Attributes of Lady Boss**

Question 4 to 9 are the questions that measure the perception of the respondent towards specific attributes of a lady boss. The attributes are:

<b>Question</b>	<b>Attribute</b>
4	Better leader than male boss
5	More competent at work than male boss
6	More emotional at work than male boss
7	More meticulous than male boss
8	Better in handling petty tasks
9	Use of power like male boss

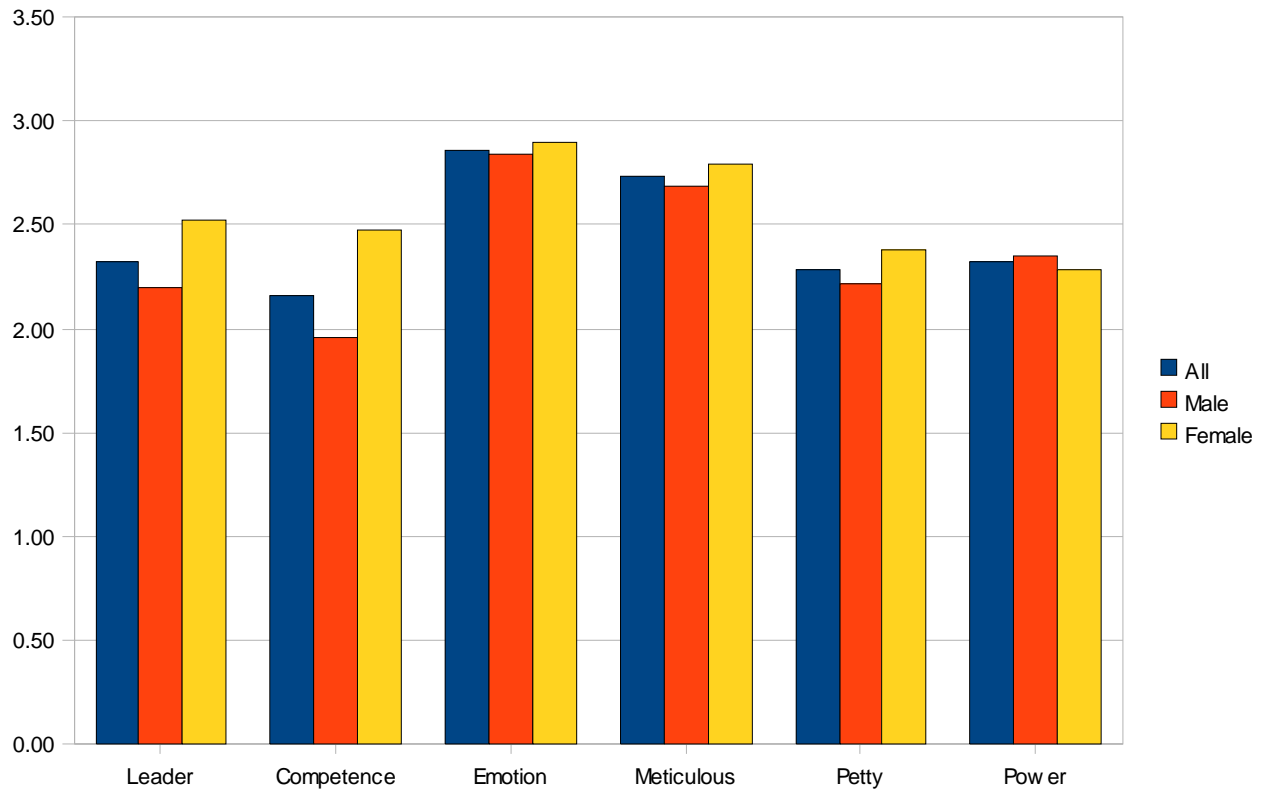
The five standard answers are quantified into numerical values for data analysis purpose:

<b>Answer</b>	<b>Numerical Value</b>
Absolutely!	4
Most probably yes	3
It depends	2

Not quite	1
Nah, no way	0

The resulting averages as analyzed between male respondents, female respondents, and all respondents are as per below:

<b>Question</b>	<b>Attribute</b>	<b>Male</b>	<b>Female</b>	<b>All</b>
4	Better leader than male boss	2.20	2.52	2.32
5	More competent at work than male boss	1.96	2.48	2.15
6	More emotional at work than male boss	2.84	2.90	2.86
7	More meticulous than male boss	2.69	2.79	2.73
8	Better in handling petty tasks	2.22	2.38	2.28
9	Use of power like male boss	2.35	2.28	2.32



*Illustration 5: Perception Towards Specific Attributes of Lady Boss*

It can be seen above that the averages between male and female are close, except for question 4 (better leader), and question 5 (more competent). In other words, male and female respondents are generally in agreement in their perception towards attributes of a lady boss, except more female respondents perceive a lady boss as a better leader and more competent than male respondents.

### **Data Analysis – General Perception of Lady Boss**

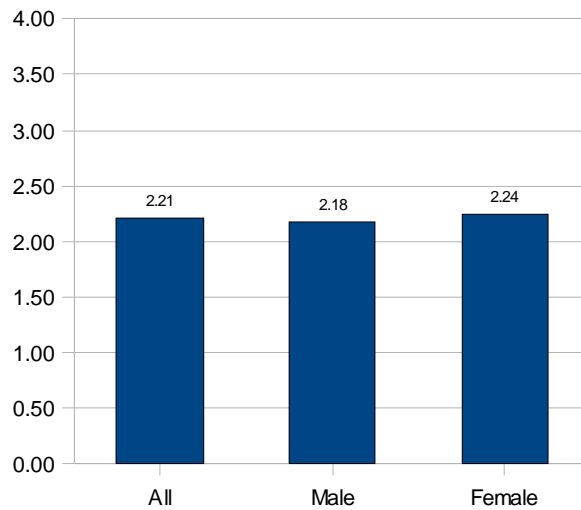
Question 2 asks for a general opinion towards a lady boss. The five standard answers are quantified into numerical values for data analysis purpose:

<b>Answer</b>	<b>Numerical Value</b>
Dream boss in my life!	4

I feel good so far	3
Not for or against	2
I don't prefer a lady boss	1
Never in my lifetime!	0

Again, male and female respondents are quite close in their ratings, with female respondents give a little higher average rating towards a lady boss than male respondents.

Question	Attribute	Male	Female	All
2	General perception towards lady boss	2.18	2.24	2.21



*Illustration 6: General Perception Towards Lady Boss*

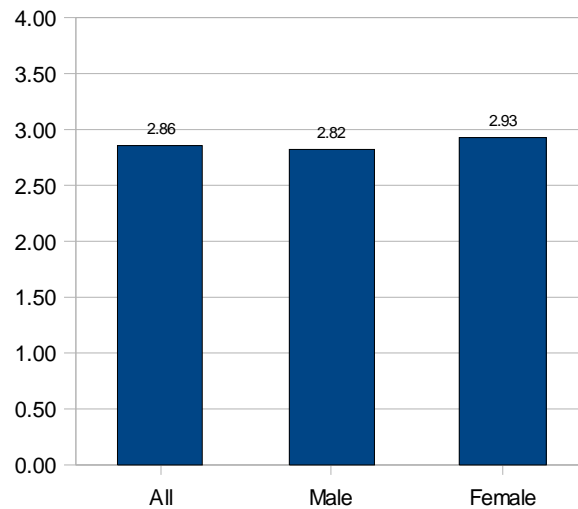
### **Data Analysis – Cooperation With Lady Boss**

Question 1 assesses the willingness of respondents to collaborate with a lady boss. The five standard answers are quantified into numerical values for data analysis purpose:

Answer	Numerical Value
Absolutely!	4
Most probably yes	3
It depends	2
Not quite	1
Nah, no way	0

Again, male and female respondents are quite close in their ratings, with female respondents a little more willing to cooperate with a lady boss.

Question	Attribute	Male	Female	All
1	Willingness to collaborate with lady boss	2.82	2.93	2.86

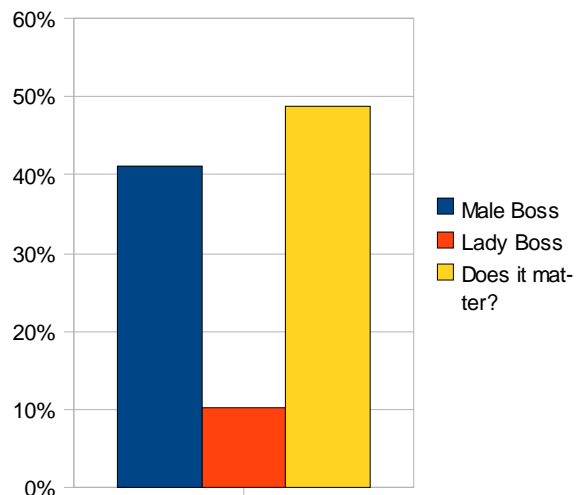


*Illustration 7: Willingness To Collaborate With Lady Boss*

## Data Analysis – Boss Gender Preference

Question 3 asks the respondents whether they would prefer lady boss or male boss. Respondents can choose between “lady boss”, “male boss”, or “does it matter?” As shown below, only 8 respondents (or 10%) prefer a lady boss, while 32 respondents (or 41%) prefer a male boss. Nearly half of the respondents (49%) do not have specific preference over the gender of their boss.

	<b>Lady Boss</b>	<b>Male Boss</b>	<b>Does It Matter?</b>	<b>Total</b>
<b>All Respondents</b>	8 (10%)	32 (41%)	38 (49%)	78 (100%)



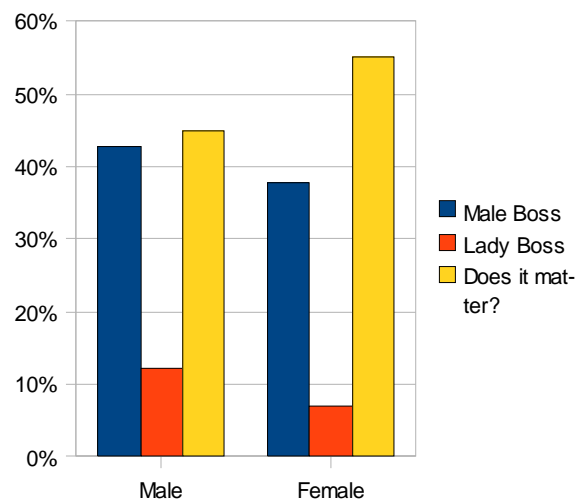
*Illustration 8: Boss Gender Preference Among All Respondents*

These respondents are further analyzed in respect to three variables in the survey – gender, age group and working experience as below.

In respect of gender, both male and female respondents prefer a male boss over a lady boss (43% and 38% respectively). The proportions of both genders for a lady boss are only 12% and 7% respectively. However, more than half of the female respondents (55%) do not have specific preference over the

gender of their boss.

Gender	Lady Boss	Male Boss	Does It Matter?	Total
<b>Male Respondents</b>	6 (12%)	21 (43%)	22 (45%)	49 (100%)
<b>Female Respondents</b>	2 (7%)	11 (38%)	16 (55%)	29 (100%)

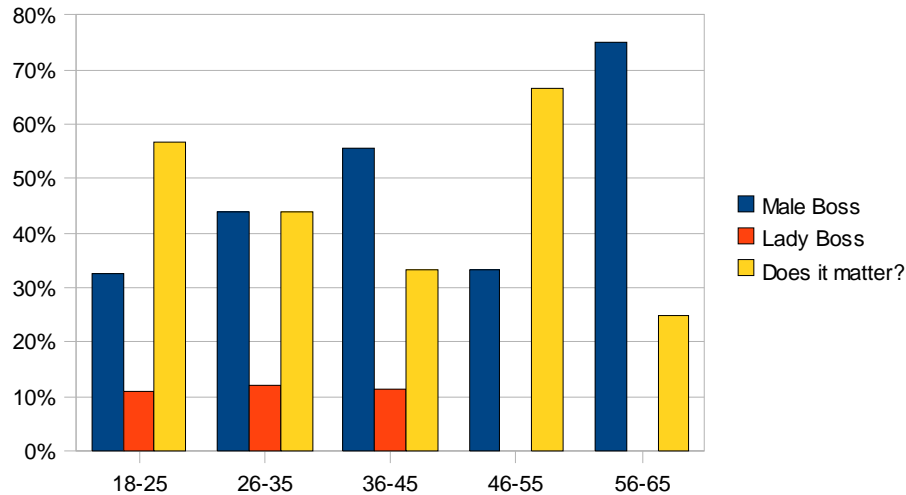


*Illustration 9: Boss Gender Preference Among Male vs. Female Respondents*

In respect of age group, only around 11% of respondents from first three age groups below prefer a lady boss. Whereas, the proportions for male boss for the first three age groups are 32%, 44% and 56% respectively. For the last two age groups, the respondents maybe too few for any meaningful observation.

Age Group	Lady Boss	Male Boss	Does It Matter?	Total
<b>18 to 25 years old</b>	4 (11%)	12 (32%)	21 (57%)	37 (100%)
<b>26 to 35 years old</b>	3 (12%)	11 (44%)	11 (44%)	25 (100%)
<b>36 to 45 years old</b>	1 (11%)	5 (56%)	3 (33%)	9 (100%)
<b>46 to 55 years old</b>	0 (0%)	1 (33%)	2 (67%)	3 (100%)

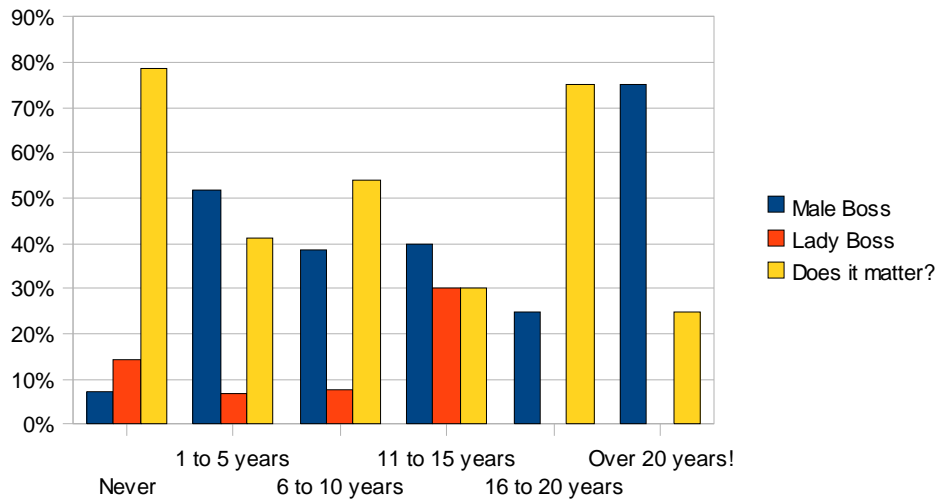
<b>56 to 65 years old</b>	0 (0%)	3 (75%)	1 (25%)	4 (100%)
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*Illustration 10: Boss Gender Preference In Respect To Age Groups*

In respect of working experience, a few interesting observations can be seen. Those respondents who have never worked before are most likely (79%) not to have any preference over the gender of their boss. This group of respondents also prefer lady boss more than a male boss. Those who have worked for over 11 to 15 years are three times more likely to prefer a lady boss than an average respondent (30% compared to the sample average of 10%). However, the responses may still be too few to draw any useful conclusion.

<b>Working Experience</b>	<b>Lady Boss</b>	<b>Male Boss</b>	<b>Does It Matter?</b>	<b>Total</b>
<b>Never</b>	2 (14%)	1 (7%)	11 (79%)	14 (100%)
<b>1 to 5 years</b>	2 (7%)	15 (52%)	12 (41%)	29 (100%)
<b>6 to 10 years</b>	1 (8%)	5 (38%)	7 (54%)	13 (100%)
<b>11 to 15 years</b>	3 (30%)	4 (40%)	3 (30%)	10 (100%)
<b>16 to 20 years</b>	0 (0%)	1 (25%)	3 (75%)	4 (100%)
<b>Over 20 years</b>	0 (0%)	6 (75%)	2 (25%)	8 (100%)



*Illustration 11: Boss Gender Preference In Respect To Working Experience*

### Data Analysis – One-Word Question

Question 10 asks for a one-word answer on what the respondents think of a lady boss. It tries to capture their first impression of a lady boss, attempting to find the general perception towards a lady boss qualitatively.

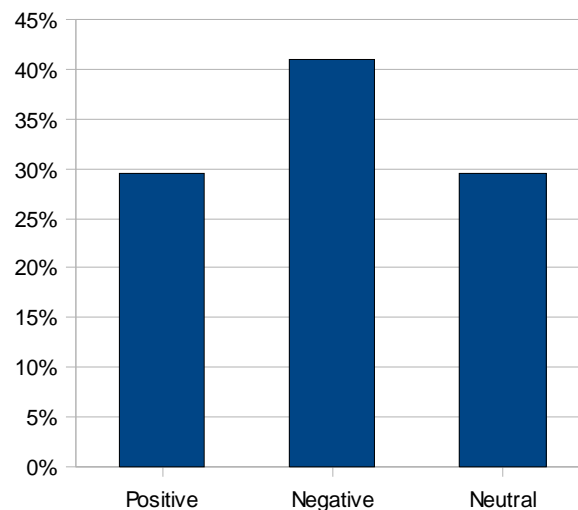
The 78 answers collected are analyzed in terms of frequency. The table below shows the most frequent answers ranked by frequency and then alphabetically. Answers with a frequency of one are not listed.

Answer	Frequency
Emotional	5
Meticulous	4
Cool	3
Sexy	3
Bitch	2
Detailed	2
Furious	2
Good	2

Great	2
Power	2
Strict	2
Terrible	2

In the second analysis, all 78 answers are categorized into positive attribute, negative attribute, and others. Examples of positive attributes are such as “competent”, “extraordinary” and “wonderwoman”. Examples of negative attributes are such as “bias”, “disaster” and “troublesome”. Other attributes include neutral attributes and answers that are not useful for analysis such as “ah” and “depend”. The result is as per below.

Attribute	Frequency	Percentage
Positive	23	29%
Negative	32	41%
Others	23	29%



*Illustration 12: One-Word Answer Categorized By Attributes*

## **Appendix – The Questionnaire**

The questionnaire below is used to collect data from respondents both online and offline.

### **Have You Got A Lady Boss?**

Have you got a lady boss? Are they easier or more difficult to work with compared to a male boss?

Are they more suited to leadership in the modern workplace? Please take 3 minutes and tell us what you think!

The objective of this survey is to collect and analyze public perception on lady boss as a leader in an organization. You can find out what others say after completing the questions. The final results will be published later at <http://www.rickysoo.com> for all to view.

We are a group of MBA students from GSM-UPM (Graduate School of Management, Universiti Putra Malaysia) embarking on such research for our study in Organizational Behaviour. Our team consists of Wong Kin Yap, Woo May Gee, Then Sheاون Yuk and Ricky Soo.

All information collected is strictly for research purpose only, and will not be revealed to any third party. Thanks! :-)

\* Required

1. Will you collaborate with a lady boss if she is entrusted to be your superior? \*

Absolutely!

- Most probably yes
- It depends
- Not quite
- Nah, no way

2. What do you think of a lady boss? \*

- Dream boss in my life!
- I feel good so far
- Not for or against
- I don't prefer a lady boss
- Never in my lifetime!

3. Do you prefer a lady boss or a male boss? \*

- Lady boss
- Does it matter?
- Male boss

4. Do you think a lady boss can be a better leader in an organization? \*

- Absolutely!
- Most probably yes
- It depends
- Not quite
- Nah, no way

5. Do you think lady boss is more skillful and competent at work than a male boss? \*

- Absolutely!
- Most probably yes
- It depends
- Not quite
- Nah, no way

6. Do you think a lady boss is more emotional at work than a male boss? \*

- Absolutely!
- Most probably yes
- It depends
- Not quite
- Nah, no way

7. Is lady boss more meticulous than men boss when it comes to supervising your work? \*

- Absolutely!
- Most probably yes
- It depends
- Not quite
- Nah, no way

8. Do you think a lady boss can handle petty or minor task better than complicating matters? \*

- Absolutely!
- Most probably yes
- It depends
- Not quite

Nah, no way

9. Do you think a lady boss use her power like a male boss do? \*

Absolutely!

Most probably yes

It depends

Not quite

Nah, no way

10. If you have one word to describe a lady boss, what would it be? \*

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11. Are you male or female? \*

Male

Female

12. What is your age group like... \*

18-25

26-35

36-45

46-55

56-65

13. How long have you been working? \*

Never

- 1 to 5 years
- 6 to 10 years
- 11 to 15 years
- 16 to 20 years
- Over 20 years!