

**Gender Mix and Organisational Fit :
How Gender Imbalance Affects Sri Lankan Female
Managers**

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Abstract

Female participation within the workforce in Sri Lanka has been at a virtually constant level during the last few years. But, the number of female managers in Sri Lanka shows an increasing trend. With higher levels of education and higher aspirations, the women within the Sri Lankan workforce are moving to decision making levels in greater numbers. The data shows that the Gender Mix within Sri Lankan management is slowly changing to include greater female representation.

Studies based on Western cultures show that when the number of female managers increases it creates an environment where female managers tend to feel a greater level of comfort. This study aims to research the impact Gender Mix has on the level of comfort (organizational fit) felt by female managers in Sri Lankan organizations. With many women joining the workforce and moving to managerial positions in Sri Lanka, it is important to understand how Gender Mix affects female managers. Questionnaires and face to face interviews were used to obtain qualitative and quantitative data from a purposive sample of 100 female managers. The data was analysed using a Chi squared test to establish the relationship between the number of female managers / the hierarchical level of female managers and the level of comfort felt by female managers.

The findings of the research shows that within the Sri Lankan culture, there is no relationship between the Gender Mix and the level of comfort (Organisational fit) felt by female managers. According to the findings lower female representation did not reveal a hostile organizational culture nor did higher female representation show a significantly higher level of comfort for female managers. This leads us to conclude that Gender Mix does not have a significant impact on the level of comfort felt by female managers in Sri Lankan organisations.