

**Leadership Aspirations: A Study of Female Employees of
Commercial Banks in Butwal Sub-Metropolitan City**

Submitted By

Asst. Prof. Sandhaya Kafley
BBA-FA Scholar Manisha Bhandari
BBA-FA Scholar Ranjan Gyawali
Lumbini Banijya Campus

Submitted to

Research Management Cell
Lumbini Banijya Campus

Butwal

April, 2025

CERTIFICATION OF AUTHORSHIP

I hereby corroborate that I have researched and submitted the final draft of Mini research project Report entitle "Leadership Aspirations: A Study of Female Employees of Commercial Banks in Butwal Sub-Metropolitan City". The work of Mini research project report has not been submitted previously nor has been proposed and presented as part of requirements for any other academic purposes. The assistance and cooperation that I have received during this research work has been acknowledged. In addition, I declare that all information sources and literature used are cited in the reference section of the Mini Research Project Report.

Name of the Faculty and Group

Signature:

Sandhya
Asst. Prof. Sandhaya Kafley

Manisha Bhandari, Student-BBA-FA *Manisha*

Ranjan Gyawali, Student-BBA-FA *Ranjan*

Date of submission:

✓

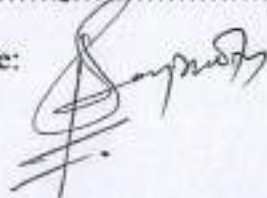
REPORT OF RESEARCH COMMITTEE

Asst. Prof. Sandhaya Kafley has effectively defended the Mini research project proposal entitled "Leadership Aspirations: A Study of Female Employees of Commercial Banks in Butwal Sub-Metropolitan City". The research committee has officially approved the title for the Mini research project report to proceed further. It is advised to adhere to the prescribed format and guidelines for the project and submit the Mini research project report for evaluation and viva voce examination.

Name of Head of Research Management Cell

Asst. Prof. Pitambar Sapkota

Signature:



Mini Research Project Proposal
Defended Date:

2081/09/11

Mini Research Project Report
Submitted Date:

2081/12/31



APPROVAL SHEET

We have assessed the Mini research project report titled "Leadership Aspirations: A Study of Female Employees of Commercial Banks in Butwal Sub-Metropolitan City" presented by Asst. Prof. Sandhaya Kafley. We confirm that the Mini Research Project Report meets the required standards and is deemed acceptable.

Head of Research Management Cell:

Signature:

External Expert: Asst. Prof. Dr. Santosh Bhandari

Signature:

Mini Research Project Report Viva
Voce Date:

2081/12/31

Campus Chief: Prof. Dr. Tara Prasad Upadhyaya

Signature:

Date:



ACKNOWLEDGEMENTS

I would like to express my deepest appreciation to all those who provided me the possibility to complete Mini research project report. I offer a special gratitude to Asst. Prof. Pitambar Sapkota, Head of Research Management Cell whose contribution in providing appropriate suggestions, consistent guidance and encouragement helped me to complete Mini research project report.

Moreover, I am grateful to Prof. Dr. Tara Prasad Upadhyaya, Campus Chief and all others faculty members of Lumbini Banijya Campus, for their kind cooperation, support and encouragement for the completion of Mini research project report. Furthermore, I would also like to thank external examiner for providing appropriate feedback for further improvement of my Mini research project report work.

I would also like to acknowledge with much appreciation the crucial role of my family members and friends for their continuous encouragement and support.



TABLE OF CONTENTS

<i>Title page of the Mini Research Project Report</i>	<i>i</i>
<i>Certification of authorship</i>	<i>ii</i>
<i>Report of Research Committee</i>	<i>iii</i>
<i>Approval sheet</i>	<i>iv</i>
<i>Acknowledgements</i>	<i>v</i>
<i>Table of contents</i>	<i>vi</i>
<i>List of tables</i>	<i>vii</i>
<i>List of figures</i>	<i>viii</i>
<i>Abbreviations</i>	<i>ix</i>
<i>Abstract</i>	<i>x</i>
Chapter I Introduction	
Background of the Study	1
Problem statement	4
Objectives of the Study	5
Rationale of the study	5
Limitation of the study	5
Chapter II Literature Review and Framework	
Theoretical review	6
Empirical review	8
Chapter III Research Methods	
Research design	12
Population and sample, and sampling design	12
Nature and sources of data	12
Tools for data collection	12
Statistical tools for data analysis	13
Research framework and definition of variables	15
Chapter IV Results, Discussion and Conclusion	



Results	18
Discussion	36
Conclusion	37
Implications	37

References**Appendices**

LIST OF TABLES

Table No	Title	Page No
1	Table showing the age of respondents	18
2	Table showing the marital status and educational level of respondents	19
3	Table showing years of experience of respondents	20
4	Table showing descriptive analysis of assertiveness	21
5	Table showing descriptive analysis of network	22
6	Table showing descriptive analysis of family responsibility	23
7	Table showing descriptive analysis of work-life balance	24
8	Table showing descriptive analysis of mentorship	25
9	Table showing descriptive analysis of leadership aspiration	26
10	Table showing the normality test	27
11	Table showing results of construct reliability and validity assessment	28
12	Table showing overall reliability test	29
13	Table showing one-way ANOVA	30
14	Table showing results of correlations analysis	32
15	Table showing results of regression analysis	33
16	Table showing summary of hypothesis	35



LIST OF FIGURES

Figure No.	Title	Page No.
1	Research Framework	15



Handwritten signature or mark, possibly a stylized 'y' or 'g' with a long diagonal stroke.

ABBREVIATIONS

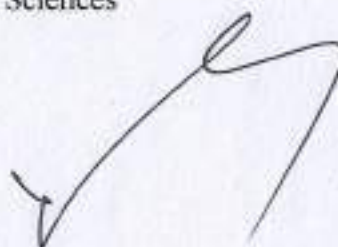
LBC: Lumbini Banijya Campus

TU: Tribhuvan University

SCCT: Social Cognitive Career Theory

SLT: Social Learning Theory

SPSS: Statistical Package for the Social Sciences



ABSTRACT

This study aims to analyze the influence of assertiveness, family responsibilities, the presence of networks, work life balance and level of mentorship that women obtain regarding their aspirations to be leaders in Commercial banks in Butwal Sub metropolitan City. A five point likert scale questionnaire has been developed to collect two types of information including general information i.e. demographic details relating to female leaders engaged Commercial Banks in Butwal Sub metropolitan city and details about the 'dimensions of female leader aspiration. Ordinary Least Square (OLS) method of regression analysis has been executed to check effect of independent variables on dependent variable. Descriptive and causal comparative research design has been adopted for data analysis has been done to obtain the results as per objectives. The overall findings of this study suggest that most of the female employees in commercial banks of Butwal Sub metropolitan city are aspired to be leaders. This study identifies various factors like Assertiveness, Network, Family Responsibility, Work-life Balance, and Mentorship have significant effect on leadership aspiration. Among all the factors, mentorship has the most influence on Leadership Aspiration followed by assertiveness, work life balance and network. Mentoring women in their career can enhance their aspiration to become a leader in their career. To help women in the workplace, organization should encourage personal and professional balance as they advance in leadership positions.

Keywords: *Leadership Aspiration, Assertiveness, Network, Family Responsibility, Work-life Balance, and Mentorship,*



Chapter I

Introduction

Background of the Study

Leadership aspiration is defined as the interest in achieving a leadership position. As a predictor of advancement, it is important to understand the conditions that foster female leadership aspiration (Erlemann & Knippenberg, 2018). A shift in motivation from an extrinsic to an intrinsic approach may alter a person's leadership behavior as values influence conduct and motivation is the desire to do something. Additionally, leadership behavior may alter as a result of a shift from extrinsic to intrinsic motivation (or vice versa) that occurs during life or is brought on by a traumatic experience (Jenni, 2017).

Leaders face a challenging burden as managing people gets increasingly demanding and complicated. Leadership techniques that were formerly viable are no longer applicable. Market competition is rising, leaving little possibility for distinction. Organizations' are increasingly looking for ways to differentiate themselves in the area of leadership. However, in order to do so, one must first comprehend the complexities and breadth of leadership, as well as the factors that must be considered and how they interact (Talajic et al., 2022). Leadership has evidently developed from the capacity to force the leader's will on others in order to elicit compliance, respect, loyalty, and collaboration (Moore, 1927).

Business leaders' beliefs are only relevant to the organization if they are put into action. In business ethics as in life, we always hope that doing the right thing, although being costly and often painful in the short run, will pay off in the end (Ciulla, 2020). Competent team leaders and managers who interact with CSRs and assist them in developing effective teams. Employees are also given independence in their job and are permitted to work in the method they think is ideal for them to attain objectives, and they also get strong support from team leaders and supervisors to surpass the prior targets. Innovative leadership is critical for any organizations seeking to remain competitive in the twenty-first century (Alharbi, 2021). Similarly, Jung et al. (2003) found that leadership had a favorable impact on organizational innovation.

Women's leadership attributes have been demonstrated to be successful, and it appears that the presence of both male and female conventional leadership abilities in a working setting helps both genders to thrive. Culture and circumstance continue to play important roles in shaping and influencing attitudes toward gender and leadership. The findings of this study show that gender prejudices persist in our culture and have a significant effect in how leaders are appointed to positions of power (Appelbaum et al., 2019).

Female leadership enhances organizational performance and productivity, leading to greater business outcomes. Women continue to be underrepresented in business leadership roles, with modest improvement (Tjahjana et al., 2024). Pressures for intense parenting, along with the rising demands of most high-level occupations, have left women with little time to mingle with colleagues and create professional networks--that is, to amass the social capital required for managers who want to advance (Eagly & Carli, 2007).

In recent years, women have become much more prevalent in small company ownership worldwide. These women play a vital role in the expansion and advancement of regional, national, and international economy. However, the academic world has paid very little attention to them despite their growing numbers (Fielden & Davidson, 2005). Women's capacity to become corporate leaders should increase when unfavorable prejudices about them go away. This argues that women should break stereotypes by acting more like males in order to be treated equally (Kray & Kennedy, 2017). The problem that women do not occupy a large position in the executive space of companies is appropriately defined as the "glass ceiling" or "the leaking pipeline". Although women do well in middle management, they do not achieve the same level of executive positions as males (Painter & Werhane, 2011).

Women employees exhibited a considerably greater level of positive view of female leadership compared to male employees. Finally, the findings revealed that the gender of the immediate superior was substantially associated to employees' positive attitudes of female leadership (Hilal, 2015). There are no variations in the degree of objectivity in incumbents' descriptions of female successors' qualities compared to their male



counterparts, nor in the degree of subjectivity in their developmental requirements (Virick & Greer, 2012).

Women have aspirations, regardless of whether they take action and encourage themselves to climb to top managerial positions. However, in many circumstances, impediments such as discrimination, familial obligations, prejudice, and stereotyping prove ineffective. The majority of women and men believed that education and training might better equip women for leadership jobs. Respondents overwhelmingly supported a participatory leadership style. A favorable correlation emerged between participatory leadership style and organizational effectiveness (Elmuti et al., 2009).

Women's leadership is frequently associated with feminine characteristics such as flexibility, tolerance, compassion, and teamwork. Despite their passion and commitment to organizations, women's leadership prospects are limited, and those who do hold leadership positions confront tremendous hurdles. In academia, female leaders seek to advance their careers and identities while overcoming obstacles such as male dominance, limited collaboration, and limited power over their knowledge, and severe workloads. Nonetheless, women are eager to take on leadership roles, face challenges, and make substantial contributions (Shrestha et al., 2023).

By investigating the leadership journeys of female leaders in private organizations in Nepal, focusing on the impact of social and familial issues. It was discovered that these leaders overcome gender preconceptions via competence and expertise, aided by strong familial support and professional recognition. This distinct combination influenced their leadership characteristics, stressing tenacity and integrity in accordance with South Asian cultural standards (Thomas & Das, 2024). With 46 percent female representation in its entry-level workforce, the banking industry in Nepal is ahead of other countries in South Asia in achieving gender parity. However, only 23 percent of senior management roles are held by women, according to a new International Finance Corporation (IFC) report that examines gender diversity at six leading banks in Nepal. Nepal has a solid legislative framework to encourage women's economic engagement in the country. These provisions are broader than those of other South Asian countries. These progressive policies have



allowed Nepal to be a leader in the region, more needs to be done to increase the number of women in leadership positions and to reach gender parity (IFC Report, 2024).

In Nepal, the entire image demonstrates a major lack of diversity. Women hold just 9% of senior executive jobs, accounting for 18 out of 201. Only six of the 155 provincial chiefs are women, accounting for a mere 4%. Several things contribute to this disparity. Across all commercial bank branches, just 11% of managers are female. The ratio is greater in Kathmandu Valley, where 236 of 804 branch managers are female (29%). However, the number lowers dramatically outside of the valley, where just 126 of 2,880 branch managers (4.37%) are female (Chalise & Pande, 2022). The women chief executive officer of any commercial bank is started from Anupama Khunjeli of Mega bank Ltd. However, it is limited to a very meager in number as per the number of banking and financial institutions running in Nepal.

Despite of gender equality and women participations in working field, only few women are able to get the leadership position as they aspire to be in. There has been little research on the influence of internal and external variables on female leadership aspirations. However, this type of research is critical for establishing ways to boost women's contributions as leaders. This study aims to identify the influence of assertiveness, family responsibilities, the presence of networks, work life balance and level of mentorship that women obtain regarding their aspirations to be leaders in Commercial bank.

Statement of Problem

Women's professional progression is still hampered by glass ceiling reasons, including organizational, social, and psychological impediments, especially in managing positions. These issues continue to restrict women's advancement prospects despite growing initiatives to advance gender equality in the workplace, particularly in historically male-dominated sectors like Nepal's banking industry (Shrestha et al., 2024).

Women bankers in Nepal face several hurdles during their careers that limit their growth at work. These issues emerge early in their professions and appear at various stages of their professional journeys, putting them at a disadvantage in terms of work or professional outcomes, as well as creating a suboptimal daily work experience. While



banks have initiated efforts to address some of the above challenges, limited buy-in among the managerial and leadership cadre is adversely affecting the success of these efforts. Most banks have introduced policies to increase women's representation. They have initiated specific steps to improve women's experience and representation in the workforce (for example, by targeted recruitment drives, and specific leadership development programs for women employees). However, most banks do not currently monitor how these efforts are faring. Existing efforts are also undermined by a lack of buy-in from leaders and managers. In fact, nearly 57 percent of men in middle and senior management roles who responded to the survey do not believe that having more women leaders can help their organizations become more competitive (IFC Report, 2024).

Aligning with these responses to the problems the study aims to investigate various determinants of leadership aspirations of female leaders especially in commercial banks in Butwal Sub metropolitan city, Nepal. Likewise, study aims to analyze the influence of assertiveness, family responsibilities, the presence of networks, work life balance and level of mentorship that women obtain regarding their aspirations to be leaders in Commercial bank. A quantitative method of data analysis has been done to obtain the results as per objectives.

Research Questions

- Is there an association between the assertiveness, network, family responsibility, work-life balance and mentorship and leadership aspiration?
- Do assertiveness, network, family responsibility, work-life balance and mentorship effect on leadership aspiration?

Objectives of the study

- To measure the association between assertiveness, network, family responsibility, work-life balance and mentorship, and leadership aspiration.
- To analyze the effect of assertiveness, network, family responsibility, work-life balance and mentorship on leadership aspiration.

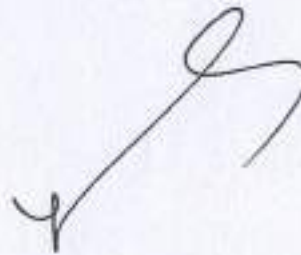


Rationale of the study

The study is beneficial to different parties such as female leaders, their family members, coworkers, society etc. to understand what actually aspire women to be leaders in any institution they work. The study of leadership aspiration in Commercial bank can help new females aiming to stay in Nepal and build their career in Nepalese banking sector.

Limitation of the study

The study is restricted to female leadership in commercial banks in Butwal Sub metropolitan city only. The findings may not necessarily represent opinions of those female employees from other locations and from other sectors like, education, medical, manufacturing sectors, and insurance sector.



Chapter II

Literature Review

Theoretical Review

Trait theory of leadership (Thomas Carlyle, 1840)

One method to studying leadership is to find the characteristics that distinguish "natural-born" leaders, those who possess the "right stuff." According to the Great Person Theory of History, extraordinary individuals emerge to shape the trajectory of human events. This approach has received some support over the years, as certain characteristics of people who go on to become leaders include ambition, intelligence, a desire for power, self-confidence, a high energy level, and the ability to be flexible and adapt to change.

Effective leaders possess a range of important traits that contribute to their success. These include cognitive ability, which refers to intelligence and the capacity to process large amounts of information quickly, and flexibility, which enables them to adapt to the needs of their followers and changing situations. Inner drive is crucial, as it encompasses a need for achievement, ambition, and high energy levels. Leadership motivation involves a desire to influence others to achieve common goals. Expertise is also vital, as it signifies specific knowledge of technical issues relevant to the organization. Creativity allows leaders to generate original ideas, while self-confidence instills faith in their own abilities and ideas. Lastly, integrity, characterized by reliability, honesty, and an open communication style, ensures that leaders are trusted and respected by their team. Together, these traits form a strong foundation for effective leadership (Hogan et al., 1994).

Social Cognitive Career Theory (SCCT) - Robert W. Lent, Steven D. Brown, and Gail Hackett (1994)

The social cognitive career theory (SCCT) is a relatively recent theory that aims to explain three interconnected elements of professional development: (1) how basic academic and job interests arise, (2) how educational and career choices are chosen, and (3) how academic and career success is achieved. The theory contains a number of ideas (for example, interests, abilities, values, and environmental circumstances) that occur in



earlier career theories and have been shown to influence career development. SCCT, created by Robert W. Lent, Steven D. Brown, and Gail Hackett in 1994, is based on Albert Bandura's general social cognitive theory, an influential theory of cognitive and motivational processes that has been extended to the study of many areas of psychosocial functioning, such as academic performance, health behavior, and organizational development.

Three interconnected variables—self-efficacy beliefs, result expectancies, and goals—serve as the fundamental building blocks of SCCT (Social Cognitive Learning Theory). Self-efficacy refers to an individual's own conviction in his or her ability to undertake specific actions or courses of action. Unlike global confidence or self-esteem, self-efficacy beliefs are relatively dynamic (i.e., changing) and activity-specific. People's self-efficacy for the activities necessary in different vocational areas varies. For example, one individual may be extremely confident in his or her ability to complete tasks required for successful admission into and performance in scientific domains, but considerably less confidence in his or her talents in social or entrepreneurial sectors, such as sales. SCCT posits that people are likely to acquire interested in, choose to pursue, and perform better at activities at which they have strong self-efficacy beliefs (Lent, et al., 2002).

Bandura's Social Learning Theory & Social Cognitive Learning Theory

This theory is founded on the premise that we learn via our interactions with others in a social setting. People learn comparable actions by seeing the activities of others. People absorb and mimic the conduct of others after witnessing it, especially if the observations are pleasant or contain rewards connected to the observed behavior. SLT consists of three ideas, according to the literature.

First, humans may learn by observing, which is known as observational learning. Second, mental states are a key element in learning; this is also known as intrinsic reinforcement. Finally, it emphasizes that learning does not always result in a behavioral change, which is followed by the modeling process. Based on his research and discoveries, Bandura renamed his SLT to Social Cognitive Learning Theory (SCLT) in 1986. In other words, the Social Cognitive learning Theory (SCLT) stemmed for a better description from the SLT which had been advocating since 1960's.



Because they address attention, memory, and motivation, the SLT and SCLT theories are frequently referred to as a bridge between behaviorist and cognitive learning theories. It also places a strong emphasis on cognitive notions. Furthermore, Albert Bandura is often regarded as the most famous living psychologist. His Social Cognitive Theory has affected numerous fields of study, including education, health sciences, social policy, and psychotherapy, among others. On a closer observation, however, social cognitive theory has its roots in American behaviorism, but Bandura extends radical behaviorism to include cognitive factors in his account of social learning. Finally, cognitive theory has been used to solve a number of global problems such as environmental conservation, poverty, soaring population growth and so on (Tadayon & Bijandi, 2012).

Empirical Review and Hypotheses

Assertiveness

The role of assertiveness is significant regarding female leadership aspiration (Tjahjana, et al., 2024). The effect is significant for assertiveness on a perception of leader's behavior that aspire him to be a leader (Lazenby et al., 2015). Similarly, the study of Mutangili (2020) showed that assertive leadership promotes higher self-awareness, an internalized moral viewpoint, balanced information processing, and relationships between leaders and their subordinates, all of which contribute to good self-development. However, Meshko et al. (2022) stated that developing assertiveness in future managers requires activating personal self-regulation systems and developing constructive strategies to tackle professional challenges. Goals include improving student self-esteem and self-concept, fostering a professional and subjective viewpoint, and promoting appropriate managerial conduct. Likewise, the study of Kuzhabekova et al. (2017) concluded Women using transactional leadership style prioritized organizational requirements and subordinate performance over personal concerns for their workers. They did not interact with their subordinates on a human level and frequently sided with male colleagues. Such women attempted to seem reasonable, placing their professional character ahead of their identities as women.

H₁: Assertiveness has a significant and positive influence on female leadership aspiration.



Network

Organizational learning and personal views observed by peer collaborators are linked to individual leaders' perceptions of instructional leadership. So it plays an important part in leadership aspirations (Liou & Daly, 2019). Similarly networking skills are vital for boosting social capital and achieving career success; nonetheless, many people find networking to be uncomfortable or believe they lack the necessary skills (Janasz & Forret, 2008). Regular interactions with others can help establish trustworthy relationships. Employees across all levels of an organization will need to adjust their attitudes and mindsets regarding the genuineness and importance of networking (Akkas, 2023). Likewise, Network has positive influence on leadership aspiration (Tjahjana et al., 2024). Leader networking, as reported by leaders and by their subordinates, was significantly related to ratings of managerial effectiveness by peers and superiors (Kim & Yukl, 1995). However, Hassan et al. (2018) concluded that the use of networking is largely to achieve work unit objectives rather than to seek personal goals; hence, it does not immediately imply leadership conduct. Nevertheless, it assists leaders in their task.

H₂: Network has a significant influence on female leadership aspiration.

Family Responsibility

The study done by Song and Cheng (2020) concluded that family responsibility has a positive influence on leadership aspiration as Women play a part in supporting the family economy. Similarly, Study of Zunaidi and Maghfiroh (2021) investigated that the major reasons why women must work outside the home are economic and self-actualization in order to aid their spouses. These ladies chose to work because their families' economic needs required it. Assisting with husband's finances, including meeting his requirements and paying, women are influenced towards leadership. However, the results from the study of Tjahjana et al. (2024) showed that family responsibility has a negative influence on leadership aspiration.

H₃: Family responsibility has a positive influence on and female leadership aspiration.



Work Life Balance

Leadership aspiration also is positively influenced by work life balance. Implementing work-life initiatives, such as flexible work arrangements, leaves of absence, or on-site child assistance, organizations may encourage leadership aspiration for both genders (Fritz & Knippenberg, 2018). Work-life balance have most significant influence to employee engagement, and employee engagement have strong influence to the employee performance (Katili et al., 2021). Less stress in the workplace, team support, area of specialization, workload, flexibility, supervisors' commitment to employees' personal lives, work force, and discipline have all indicated that the teaming population of health and safety employees has some control over their time and personal lives. Furthermore, the company's assistance and rules for work-life balance are regarded to be appropriate, paving the path for good employee performance (Ihwughwavwe & Shewakramani, 2024). However, study of Giuffrida (2018) observed and concluded that women often struggle to manage work and family responsibilities. The survey found that many respondents were primary caregivers for others and struggled to balance their job and personal responsibilities. Similarly, as per study of Deery (2008), work-life balance has long been recognized as a critical component in increasing employee performance. People utilize ways to assist them balance their participation in their jobs and their families.

H₄: Work life balance has a significant influence on female leadership aspiration.

Mentorship

Mentorship has a significant influence on the formation of leaders and will continue throughout human history (Roy, 2024). Mentoring is successful in responding to leadership needs and fostering leadership skills, in particular developing reflective skills and nurturing strong networks (Stead, 2005). The Writing Peer Mentoring program at West Chester University significantly impacts the development of leaders and professionals in various fields. This research highlights how the program serves as a unique dual learning and development opportunity for both mentors and the students they support (Pickett, 2022). Exposure to mentorship increased leader efficacy, which affected independent performance ratings over time (Lester et al., 2011).



H₅: Mentorship has a significant influence on female leadership aspiration.

Leadership Aspiration

Women's success in leadership, education, and accomplishment requires a motivating balance. Creating a work atmosphere with motivational balance may empower women to realize their goals, rather than merely aspire. To enhance women's advancement, barriers must be removed and support systems built. To build an egalitarian workplace, both genders must acknowledge their own prejudices and strive towards breaking down barriers (Giuffrida, 2018). Increasing female leadership involvement is a very important goal. Supervisor gender, work-life initiatives, cooperative atmosphere, and the organizational environment significantly influences female leadership aspirations (Erlemann, 2016).



Chapter III

Research Methods

Research Design

The study is based on descriptive survey research design. Co relational and casual examination is carried out as per the need of this study.

Population and Sampling Technique

There are 71 commercial bank branches operating in Butwal Sub metropolitan city. In an average 6 people are working as productive workers in each Branches of commercial banks in Nepal. The total workforce in 71 branches is 426. As per Financial Incorporation Report, May 11, 2024; women in managerial role in commercial banks is 23%. Moreover, women workforce in commercial bank is 46% of the total employees. Therefore, the population is 46 % of total employees' i.e 195 and census technique has been adopted under the study. Therefore, the sample size is 195¹. 211 questionnaires has been distributed to the respondents and 195 valid questionnaires have been received.

Nature and sources of Data

The proposed research is relying on primary data. The primary data has been collected from the female leaders engaged in Commercial Banks in Butwal Sub metropolitan city.

Tools for Data Collection

Questionnaire consisting of five Point scale has been used to address dimensions of family responsibility, assertiveness, networks, work life balance and mentorship as a dimension of leadership aspiration of female leaders on bank and financial institutions. Data has been collected from primary sources using a well-structured questionnaire on a five point likert scale as 1-strongly disagree, 2- disagree, 3-neutral, 4- agree, 5- strongly agree. The questionnaire has been developed to collect two types of information including general information i.e demographic details relating to female leaders engaged Commercial Banks in Butwal Sub metropolitan city and details about the dimensions of

¹ <https://www.financialnotices.com/bank-location/local-498.bank>



female leader aspiration. Initial pilot testing of the questionnaire has been done with 24 female leaders enrolled in Commercial bank in Butwal Sub metropolitan city to check the validity of the questionnaire as well as reliable test has been conducted.

Statistical tools for Data analysis

Descriptive statistics used to understand the socio demographic information about the respondents. One way ANOVA has been used to check mean differences. Karl Pearson's coefficient of correlation test has been done to check relationship between dependent and independent variables. Ordinary Least Square (OLS) method of regression analysis has been executed to check effect of independent variables on dependent variable.

Mean

Average is a popular term used to refer to the arithmetic mean. The average value of a set of numbers is represented by the mean, which is a measure of central tendency. To compute it, first add up all of the values in the dataset, and then divide that total by the total number of values. The arithmetic mean, or simply the mean of the supplied numbers, is the average of a given set of numbers. It facilitates comprehension of the typical value or average of a specific variable under study for both readers and researchers. The mean can also be utilized for trend analysis, comparisons, and inference from data analysis carried out during thesis research.

Standard deviation

Dispersion is a measurement of the scatter required to obtain an average from the mass of figures in a series. To quantify the absolute dispersion, one uses the standard deviation. The standard deviation increases correspondingly with the amount of dispersion. High levels of observational consistency as well as series homogeneity are indicated by modest standard deviation, and vice versa.



Reliability Analysis

A reliability test is an evaluation of a research instrument or measure used for data collection that looks at its consistency, stability, or dependability. A reliability coefficient called Cronbach's Alpha is used to determine the consistency of measures for this study. Cronbach's alpha runs from 0 to 1. No internal consistency is indicated by a value of 0, while perfect internal consistency is shown by a value of 1. When the alpha value is high enough (usually more than 0.70 or 0.80, depending on the field), it indicates that there is a strong correlation between the items and that they regularly contribute to measuring the construct. On the other hand, a low alpha value can suggest that the items are assessing distinct components of the concept or that they are not tightly related (Nunnally & Bernstein, 1994).

Correlation Coefficient

The correlation coefficient which is denoted as r is a statistical measure that determines the strength and direction of the relationship between two variables. It ranges from -1 to 1. Where, 1 indicates a perfect positive correlation which determines that if one variable increases another variable decrease. 0 indicates no correlation where there is no linear relationship between two variables.

Regression

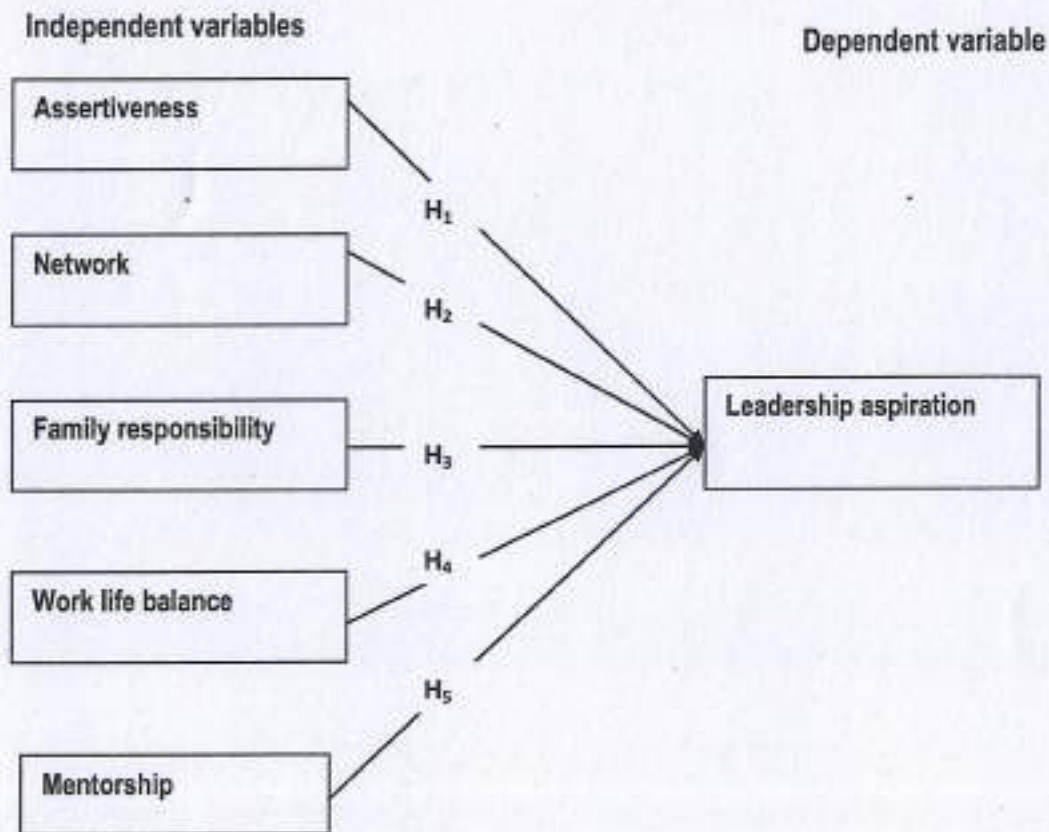
The influence of links between independent variables and dependent variables is analyzed statistically using regression. If all of the variables in the regression model are linear, the regression model is referred to as linear. Straightforward regression model that uses a straight line to evaluate the association between one independent variable and one dependent variable. When X is the explanatory variable and Y is the dependent variable, the equation for a basic linear regression line $Y=a + bX$.



Research Framework and Operational Definition of variables

Research Framework

Figure 1



Note: Adapted from Tjahjana et al. (2024)

The model becomes:

Leadership aspiration = f (family responsibility, assertiveness, networks, work life balance and mentorship).

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + u \dots \dots \dots (i)$$

Here, Y is leadership aspirations, X₁ represents assertiveness, X₂ stands for networking, X₃ indicates family responsibility, X₄ represents work-life balance, and X₅ represents mentorship. The coefficient of constant, β_1 , β_2 , β_3 , β_4 , and β_5 represents coefficients of explanatory (independent) variables and u is the error term.

Operational Definition of variables

Assertiveness

Assertiveness entails correctly expressing thoughts, sentiments, and limits while respecting the rights of others, preserving a favorable impact in the receiver, and taking into account the potential implications of the expression. It incorporates both positive and negative statements and aims to attain personal and/or instrumental objectives (Pfaffman, 2017). Assertiveness describes how a person behaves in a scenario in which her viewpoints and/or interests collide with those of others. That is, given any real or projected obstacle, humans must frequently confront a fundamental question regarding behavioral reactions to this subject are typically organized in the thoughts of both actors and viewers along a continuum ranging from avoidance and passivity to aggressiveness and hatred (Ames, 2009).

Network

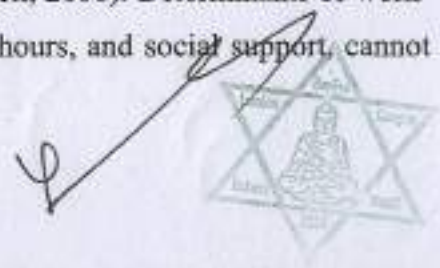
Networking entails establishing and sustaining cooperative connections with persons beyond the manager's work unit. Specific networking activities include attending meetings, professional conferences, and ceremonies, joining groups and clubs, and socializing informally and interacting often with people in the professional network (Kaplan, 1984).

Family Responsibility

Family responsibility impact persons' availability and willingness to work. Consistent with gender-based normative expectations, women continue to carry primary duty for house maintenance and childcare, regardless of their job level. Although worked married women spend less time on housework and childcare than non-employed women, they invest significantly more time to home and family in fulfilling their family role obligations than males (Parasuraman & Simmers, 2001).

Work-life balance

Work-life balance is characterized as a balanced connection in all aspects of attention, time, engagement, and commitment (Greenhaus & Powell, 2006). Determinants of work-life balance, such as job satisfaction, flexible working hours, and social support, cannot



be disregarded, particularly in the organizations of the aforementioned Asian nations. Management and policymakers may make the greatest use of the current results in developing new policies and managing work-life balance in their particular businesses (Ali & Sinha, 2019).

Mentorship

Mentorship emerged as a necessity in the workplace, primarily due to the ever-changing landscape of organizations, new demographics of associates entering the workforce, and growing opportunities of employment within an organization. Those who previously were not a part of the workforce required support and guidance of mentors to be successful in their professional careers (Russell & Adams, 1997). Mentorship acts as significant technique for socially responsible leadership development (Shalka, 2016).

Leadership Aspiration

Leadership aspiration can be defined as the interest in achieving a leadership position. As a predictor of advancement, it is important to understand the conditions that foster female leadership aspiration (Erlemann & Knippenberg, 2018). An intention to obtain promotions, manage and train others, and be recognized as a leader in one's field (O'Brien, 1996).



Chapter IV

Results, Discussion, and Conclusions

Results

Descriptive Analysis: Demographic Analysis

Table 1

Table showing age of respondents

Category	Age			
	18-24 yrs.	24-30 yrs.	30-36 yrs.	36 yrs. & above
Frequency	56	76	37	26
Percent	25.9	35.2	17.1	12

Source: SPSS Output Digital Library of Lumbini Banijya Campus

From the table it is found that out of (195) respondents, (24-30) age group is ranked in first with (76) respondents, and second is gone for the (18-24) age group with (56) respondents. Likewise, the third group is (30-36) with 37 respondents and there are 26 respondents above 36 years. Therefore, it can be said that having majority of the respondents from the age group of (24-30) they opines as per the objective of the questionnaire.



Table 2*Table showing the marital status and education level of respondents*

Category	Marital Status			Educational Level of Respondents			
	Married	Unmarried	Others	Bachelor	Masters	Mphil and Doctorate	Others
Frequency	87	100	10	47	129	3	16
Percent	40.3	46.3	3.7	21.8	59.7	9.4	7.4

Source: SPSS Output Digital Library of Lumbini Baniya Campus

From the above table marital status it is found that 40.3% (87 respondents) out of 195 respondents are married, 46.3% (100 respondents) are unmarried, and 3.7% (10 respondents) come under other groups. This reflects that about half of the respondents are unmarried. The "other" category represents a minimal portion of the total respondents. From the analysis of education level of respondents, 21.8% (47 respondents) hold a Bachelor's degree, 59.7% (129 respondents) hold a Master's degree, and 9.4% (3 respondents) have an Mphil and Doctorate, and 7.4% (16 respondents) fall into the "other" education category. This shows that the majority of respondents have a Master's degree, followed by those with Bachelor's degrees. A smaller percentage holds an Mphil & Doctorate, and a small number falls into the "other" education category.

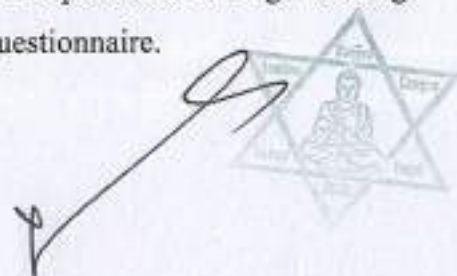


Table 3*Table showing the years of experience*

Category	Years of experience				
	Less Than 1 yrs	1-3 yrs	3-5 yrs	5-10 yrs	10 and above yrs
Frequency	49	101	16	19	10
Percent	25.1	46.8	7.4	8.8	4.6

Source: SPSS Output Digital Library of Lumbini Banijya Campus

From the table it is found that out of (195) respondents, majority of the (76) respondents have a working experience of (1-3) years, and similarly, 49 respondents have a working experience of less than one year. Likewise, 19 respondents have a working experience of 5 - 10 years and only 10 respondents have a working experience of more than 10 years. Therefore, it can be said that having majority of the respondents having working experience of 1-3 years opine as per the objective of the questionnaire.



Descriptive Analysis

Descriptive Analysis of Assertiveness

Table 4

Table showing Descriptive Analysis of Assertiveness

Details	N	Mean	Std. Deviation	Cronbach's Alpha
I am an individual full of energy	195	4.4615	.61116	.90
I am an outgoing and sociable individual (extrovert).	195	4.4410	.57469	.78
I am an individual who has a confident personality of leader.	195	4.5949	.50254	.89
I feel that I know a lot more than most leaders about what it takes to be a good leader.	195	4.5744	.53569	.98
I am confident of my ability to influence a work group that I lead.	195	4.5950	.50223	.68

Note. SPSS output Digital Library of Lumbini Banijya Campus

The mean represents the average level of agreement or frequency on each statement, which is typically measured on a 5-point Likert scale (1 = Strongly Disagree, 5 = Strongly Agree), with a mean close to 5 indicating strong agreement, a mean around 3 indicating neutrality or moderate agreement, and a mean below 3 indicating disagreement. The standard deviation (SD) depicts the range of individual replies; a low SD (e.g., around 0.5) reflects consistency, with most responses near to the mean, whereas a larger SD (over 0.7) indicates greater variance in viewpoints. When the alpha value is high enough (usually more than 0.70 or 0.80, depending on the field), it indicates that there is a strong correlation between the items and that they regularly contribute to



measuring the construct. On the other hand, a low alpha value can suggest that the items are assessing distinct components of the concept or that they are not tightly related.

Above results from the table 4 shows that all the five statements of variable assertiveness have high mean value that is more than 4.4, it reflects that most of the respondents are agree or strongly agree with them. The standard deviations for all the items are low (below 0.62), which shows that there is a little variation in responses. The Cronbach's Alpha values are ranging from 0.68 to 0.90. This indicates acceptable internal consistency and represents the items reliably measure the variable assertiveness.

Descriptive Analysis of Network

Table 5

Table showing Descriptive Analysis of Network

Details	N	Mean	Std. Deviation	Cronbach's Alpha
I often seek other forms of support from other people or Groups.	195	4.0615	.60074	.92
I have extensive relationships with people or groups who have different webs for finding new ideas.	195	4.1282	.62437	.81
I often network with outsiders.	195	4.3795	.50315	.82
I often strengthen networks with other people or groups.	195	4.2718	.67578	.78
I often share ideas with people or groups outside my Network.	195	4.2667	.51844	.71

Note. SPSS output Digital Library of Lumbini Banijya Campus



From the above table 5, the overall results shows that all the five statements of variable network have high mean value that is more than 4.0615, it reflects that most of the respondents are agree with all the items. The standard deviations for all the items are low (below 0.68), which shows that there is a little variation in responses. The Cronbach's Alpha values are ranging from 0.71 to 0.92. This indicates acceptable internal consistency and represents the items reliably measure the variable network.

Descriptive Analysis of Family Responsibility

Table 6

Table showing Descriptive Analysis of Family Responsibility

Details	N	Mean	Std. Deviation	Cronbach's Alpha
I am the sole bread earner of the family.	195	4.5026	.55959	.70
I do not have the liberty to leave my job as my family's sustenance (daily bread) is dependent on this.	195	4.3282	.61487	.68
Handling the day-to-day needs of the children at home is primarily my responsibility.	195	4.5333	.60297	.79
I have dependent elders at home.	195	4.5282	.60323	.71
If I am jobless for a month or two, my family will be in great financial distress.	195	4.4410	.61236	.69

Note. SPSS output Digital Library of Lumbini Banijya Campus

The results from the above table 6 shows that all the five statements of variable family responsibility have high mean value that is more than 4.3, it reflects that most of the respondents are agree with all the items. The standard deviations for all the items are low (below 0.61), which shows that there is a little variation in responses. The Cronbach's



Alpha values are ranging from 0.68 to 0.79. This indicates acceptable internal consistency and represents the items reliably measure the variable family responsibility.

Descriptive Analysis of Work-Life Balance

Table 7

Table showing Descriptive Analysis of Work-Life Balance

Details	N	Mean	Std. Deviation	Cronbach's Alpha
I am satisfied with the amount of time I spend on work-related activities.	195	4.5538	.51865	.70
I have enough personal time after fulfilling my work duties.	195	4.2462	.51862	.88
I successfully manage my professional responsibilities while maintaining a fulfilling family life.	195	4.4974	.60389	.79
My organization supports work-life balance through various initiatives.	195	4.5487	.60192	.81
I can manage time for friends and relatives.	195	4.4615	.60266	.81

Note. SPSS output Digital Library of Lumbini Banijya Campus

The from the above table 7, results shows that all the five statements of variable work-life balance have high mean value that is more than 4.2, it reflects that most of the respondents are highly agree with all the items. The standard deviations for all the items are low (below 0.60), which shows that there is a little variation in responses. The Cronbach's Alpha values are ranging from 0.70 to 0.88. This indicates acceptable internal consistency and represents the items reliably measure the variable work-life balance.



Descriptive Analysis of Mentorship

Table 8

Table showing Descriptive Analysis of Mentorship

Details	N	Mean	Std. Deviation	Cronbach's Alpha
My mentor takes a personal interest in my career.	195	4.1846	.61757	.82
My mentor has devoted special time and consideration to my career.	195	4.2205	.61613	.78
I share personal problems with my mentor.	195	4.3795	.53189	.79
I try to model my behavior after my mentor.	195	4.5128	.58227	.81
I respect my mentor's ability to teach others.	195	4.3538	.56925	.81

Note. SPSS output Digital Library of Lumbini Banijya Campus

The from the above table 8, results shows that all the five statements of variable mentorship have high mean value that is more than 4.18, it reflects that most of the respondents are agree with all the items. The standard deviations for all the items are low (below 0.61), which shows that there is a little variation in responses. The Cronbach's Alpha values are ranging from 0.78 to 0.82. This indicates acceptable internal consistency and represents the items reliably measure the variable mentorship.



Descriptive Analysis of Leadership Aspiration

Table 9

Table showing Descriptive Analysis of Leadership Aspiration

Details	N	Mean	Std. Deviation	Cronbach's Alpha
I strive to gather job information about improving my skills to become a leader.	195	4.4308	.63333	.78
My aspirations are very high in regard to professional recognition and achievement.	195	4.2923	.62729	.77
I strive to develop the skills of a leader.	195	4.4923	.52139	.79
I would like to obtain a (higher) leadership position.	195	4.5744	.53569	.81
Attaining leadership status in my career is important to me.	195	4.4667	.59436	.81

Note. SPSS output Digital Library of Lumbini Banijya Campus

The results from the above table 9 shows that all the five statements of variable leadership aspiration have high mean value that is more than 4.0615, it reflects that most of the respondents are agree with all the items. The standard deviations for all the items are low (below 0.63), which shows that there is a little variation in responses. The Cronbach's Alpha values are ranging from 0.77 to 0.81. This indicates acceptable internal consistency and represents the items reliably measure the variable leadership aspiration.

Results of Normality Test

Table 10

Table showing the Normality Test

	Kolmogorov-Smirnov ^a	Shapiro-Wilk
	Sig.	Sig.
Assertiveness	.063	.072
Networking	.054	.058
Family Responsibility	.068	.068
Work Life Balance	.055	.053
Mentorship	.071	.065

Note. SPSS output Digital Library of Lumbini Banijya Campus

From the above table 10, the Kolmogorov-Smirnov test for normality shows the p-value of all the variables is greater than 5% level of significance, so data found normal. Similarly, through Shapiro-Wilk test, the p-value of all the variables is greater than 5% level of significance, it also shows data are normally distributed.



Results of Construct reliability and Validity assessment

Table 11

Results of Construct reliability and Validity assessment

Variables	Cronbach's Alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Assertiveness	0.70	0.913	0.925	0.913
Network	0.784	0.874	0.899	0.874
Family Responsibility	0.702	0.867	0.902	0.867
Work-life balance	0.831	0.894	0.922	0.894
Mentorship	0.912	0.946	0.922	0.946
Leadership		0.928	0.926	0.928
Aspiration	0.754			

Note. SPSS output Digital Library of Lumbini Banijya Campus

The findings from table 6 confirm the scales used in the study are reliable for measuring the intended variables. The Cronbach's Alpha values of all the variables are above the standard threshold value of 0.705 (Bland & Altman, 1997), which indicates that the internal consistency of all constructs and validates the scale used for measuring each of the constructs is reliable. Further, Composite Reliability (CR) rho_a and CR rho_c values are above 0.70, indicating construct reliability and validity (Saari et al., 2021; Hair et al., 2022). The Average Variance Extracted (AVE) values are above 0.50 threshold values, suggesting that the convergent validity of all the variables is established (Hair et al., 2022). Hence, the results of the above table qualify all the quality criteria measures.

Overall Reliability Test

Table 12

Table showing Overall Reliability Test

No of Items	Cronbach's Alpha
6	.804

Note. SPSS output Digital Library of Lumbini Banijya Campus

From the table 7, it is found that the Cronbach's Alpha of all the five variable is 0.831 which is greater than 0.7. It means the research instruments are reliable.



Results of One Way Analysis of Variance

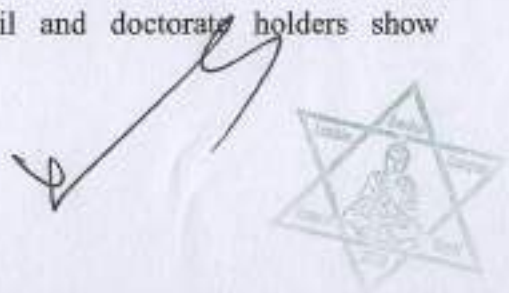
Table 13

Table showing Results of One Way Analysis of Variance

		Sum Squares	of Df	Mean Square	F	Sig.
Marital Status	Between Groups	7.949	2	3.974	1.764	.174
	Within Groups	432.539	192	2.253		
Age	Between Groups	2.097	3	.699	.305	.822
	Within Groups	438.390	191	2.295		
Education level	Between Groups	18.904	3	6.301	2.855	.038
	Within Groups	421.583	191	2.207		
Years of experience	Between Groups	4.991	4	1.248	.544	.703
	Within Groups	435.496	190	2.292		

Note. SPSS output Digital Library of Lumbini Baniya Campus

From the above table 13, The overall findings show that only education level has a statistically significant influence on leadership aspiration ($F = 2.855$, $p = 0.038$), it implies that respondents with various levels of education (bachelors, Masters, MPhil and doctorates and others) have diverse degrees of aspiration for leadership positions. As per the post hoc analysis and group difference MPhil and doctorate holders show



significantly higher leadership aspiration than the bachelors, master degree and others category.

In contrast, marital status ($F = 1.764$, $p = 0.174$), age ($F = 0.305$, $p = 0.822$), and years of experience ($F = 0.544$, $p = 0.703$) do not reveal significant difference in leadership aspiration, since their p-values are greater than the 0.05 level. It indicates that the respondents with different marital groups (i.e. married, unmarried and others) as well as respondents with different age group (i.e. 18-24 years, 24-30 years, 30-36 years and more than 36 others) do not have diverse degrees of leadership aspiration. And respondents with different years of experience (i.e. less than 1 year, 1-3 years, 3-5 years, 5-10 years and more than 10 years) do not have diverse degrees of leadership aspiration.



Results of Correlation Analysis

Table 14

Table showing results of Correlation analysis

	Assertiveness	Network	Family Responsibility	Work- Life Balance	Mentorship	Leadership Aspiration
Assertiveness	1	.48**	-.30	.52**	0.50**	0.60**
Network		1	-0.35	0.50**	0.65**	0.55**
Family Responsibility			1	-0.40	-0.45	-0.50
Work-Life Balance				1	0.55**	0.60**
Mentorship					1	0.65**
Leadership Aspiration						1

** . Correlation is significant at the 0.05 level

Note. SPSS output Digital Library of Lumbini Banijya Campus

From the above correlation analysis table 14, it is found that Mentorship (0.65) has the strongest positive relationship with Leadership Aspiration, followed by Assertiveness (0.60), Work-Life Balance (0.60), and Networking (0.55), indicating that individuals with strong mentorship, assertive traits, good work-life balance, and strong professional networks are more likely to aspire to leadership positions. Family Responsibility (-0.50) shows negative correlation with Leadership Aspiration, which means higher family responsibility may decline leadership aspirations. Similarly, there is a moderate level of correlation between network and mentorship (0.65), it shows that female employees with



strong networks have more mentors. In addition, it is found that all the variables are significant at 1% level of significance.

Results of Regression analysis

Table 15

Table showing results of Regression analysis

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	0.780	0.209		3.734	0.000
Assertiveness	0.40	0.08	0.25	3.13	0.002
Network	0.30	0.07	0.18	2.57	0.011
Family Responsibility	-0.20	0.06	-0.12	-2.00	0.045
Work life Balance	0.35	0.09	0.20	2.22	0.027
Mentorship	0.50	0.06	0.35	5.83	0.000

R Square: 0.75

Dependent Variable: Leadership Aspiration

Note. SPSS output Digital Library of Lumbini Banijya Campus

From the above regression analysis from table 15, it is observed that the overall model explains a significant proportion of the variance in Leadership Aspiration. The beta coefficients (β) indicates the relative strength and direction of the independent variables' (assertiveness, network, family responsibility, work-life balance and mentorship) influence on dependent variable (Leadership Aspiration).

Assertiveness has a positive unstandardized beta coefficient of 0.25, with a p-value of 0.002, which is statistically significant at the 5% level ($p < 0.05$). This means that, keeping other variables constant, when Assertiveness increases by one unit, Leadership Aspiration is estimated to increase by 0.25 units. Network has a positive unstandardized beta coefficient of 0.18, with a p-value of 0.011, which is also statistically significant. This suggests that a higher level of networking contributes positively to Leadership Aspiration, increasing it by 0.18 units for every one-unit increase in Network. Family Responsibility has a negative unstandardized beta coefficient of -0.20, with a p-value of 0.045, indicating statistical significance at the 5% level. The negative sign suggests that higher family responsibility tends to reduce Leadership Aspiration. A one-unit increase in Family Responsibility leads to a 0.20 unit decrease in Leadership Aspiration. Work-Life Balance has a positive unstandardized beta coefficient of 0.35, with a p-value of 0.027, indicating a significant positive relationship. This means that better work-life balance contributes positively to Leadership Aspiration by 0.20 units for every one-unit increase in Work-Life Balance. Mentorship has a p-value of 0.000, suggesting a statistical significance. Moreover, it has unstandardized beta coefficient of 0.5 which means that one-unit increment in Mentorship equals a 0.5 rise in Leadership Aspiration of female employees.

The alternative hypotheses have been accepted, as the p-value of all the independent variables is less than 5% level of significance, which shows that the independent variables i.e. assertiveness, networking, work-life balance, and mentorship have significant positive effects on leadership aspiration, but Family Responsibility has a major negative influence. From the above table, the standardized beta coefficient for assertiveness is (0.25), network is (0.18), Mentorship is (0.35) family responsibility is (-0.12), work-life balance is (0.20). From all, the standardized beta coefficient for mentorship is higher among all the variables. Thus, mentorship has the most influence on Leadership Aspiration. The R square value is 0.75, it means, 75% of the variance in Leadership Aspiration is explained by the independent variables (Assertiveness, Network, Family Responsibility, Work-life Balance, and Mentorship). In addition, remaining 25% of the variance in Leadership Aspiration is explained by the variables other independent variables.



Summary of Hypothesis Testing

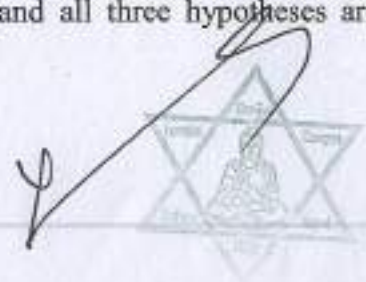
Table 16

Table showing Summary of Hypothesis Testing

Hypothesis	Statement	P-value	Remarks
H1	Assertiveness has a significant influence on female leadership aspiration.	0.002	Accepted
H2	Network has a significant influence on female leadership aspiration.	0.011	Accepted
H3	Family responsibility has a significant influence on and female leadership aspiration.	0.045	Accepted
H4	Work life balance has a significant influence on female leadership aspiration.	0.027	Accepted
H5	Mentorship has a significant influence on female leadership aspiration.	0.000	Accepted

Note. SPSS output Digital Library of Lumbini Baniya Campus

The above table 16 shows the summary of hypothesis testing explained that (H4) has p-value 0.00 with beta 0.323 which was accepted, likewise H5 and H6 both has p-value 0.00 followed by beta value 0.295 and 0.20 respectively. Overall, all the independent variables has significant effect with dependent variables and all three hypotheses are accepted.



Discussion

The findings of Tjahjana et al. (2024); Mutangili (2020); Lazenby et al. (2015) are consistent with the results of this study, which found that the role of assertiveness is significant regarding female leadership aspiration. Similarly, the results of this study are consistent with Roy (2024); Stead (2005); Pickett (2022) who found that mentorship has a positive influence on leaders' behavior. Their results, which concluded that leadership aspiration is positively influenced by mentorship for a female leaders in banking sector. So, it can be said that role of assertiveness and mentorship has a significant effect on female leadership in banking industry of Nepal.

Family responsibility has a positive effects on leadership aspiration in the study and this is consistent with the study done by Song and Cheng (2020) which concluded that family responsibility has a positive influence on leadership aspiration as women play a part in supporting the family economy. However, the results of this study is inconsistency with the results from the study of Tjahjana et al. (2024), which showed that family responsibility has a negative influence on leadership aspiration.

As per the Katili et al. (2021); Ihwughwavwe and Shewakramani (2024); Deery (2008), work-life balance have most significant influence to employee engagement, and employee engagement have strong influence to the employee performance. In addition, the findings of this research are consistent with their results. This study is consistent with the results Tjahjana et al. (2024); Kim and Yukl (1995), as they found that, network has positive influence on leadership aspiration. However, the result is not consistent with the results of Hassan et al. (2018). Inconsistency in the findings could be due to cultural, religious or other factors which are not included in the study.

Conclusions

The overall findings of this study suggest that most of the female employees in commercial banks of Butwal Sub metropolitan city are aspired to be leaders. This study identifies various factors like Assertiveness, Network, Family Responsibility, Work-life Balance, and Mentorship. Among all the factors, mentorship has the most influence on Leadership Aspiration followed by assertiveness, work life balance and network.

Mentoring women in their career can enhance their aspiration to become a leader in their career. To help women in the workplace, organization should encourage personal and professional balance as they advance in leadership positions.

Implications

The research provides insights to be addressed by women employees, their family as well as banking institutions for encouraging women to obtain and develop their leadership qualities that will aspire them to become a leader in their career. The banking institutions should create the favorable environment for them to work. Banks need to help women to manage their time as well as their personal lives. This research study also provides the need for further research for better understanding underlying factors of leadership aspirations in Butwal Sub metro Politian City. The study can be conducted in large scale in different organizations like educational sectors, manufacturing sectors and so on to increase representativeness of findings. Further research can be carried out on various aspects of the leadership aspiration process that will be useful to make inform policies and programming dealing with it.



 19% Overall Similarity

Top sources found in the following databases:

- 18% Internet database
- Crossref database
- 0% Submitted Works database
- 13% Publications database
- Crossref Posted Content database

TOP SOURCES

The sources with the highest number of matches within the submission. Overlapping sources will not be displayed.

1	coursehero.com Internet	2%
2	researchgate.net Internet	2%
3	nepjol.info Internet	2%
4	kc.umn.ac.id Internet	2%
5	globalscientificjournal.com Internet	1%
6	jbp.org.br Internet	<1%
7	apsmcollege.ac.in Internet	<1%
8	scholarscompass.vcu.edu Internet	<1%



REFERENCES

- Akkas, M. A. (2023). *Role of networking skill to career success* (pp. 13–39). ISBN 978-984-35-2570-3. <https://doi.org/10.57240/DUJMBK02>
- Alharbi, I. (2021). Innovative leadership: A literature review paper. *Open Journal of Leadership*, 10(1), 214–229. <https://doi.org/10.4236/ojl.2021.103014>
- Ames, D. (2009). Pushing up to a point: Assertiveness and effectiveness in leadership and interpersonal dynamics. *Research in Organizational Behavior*, 29, 111–133.
- Appelbaum, S. H., D'Antico, V., & Daoussis, C. (2019). Women as leaders: The more things change, the more it's the same thing. *The International Journal of Management and Business*, 10(1), 24.
- Bland, J. M., & Altman, D. G., (1997). Cronbach's Alpha. *British Medical Journal*, 314, 572. <http://dx.doi.org/10.1136/bmj.314.7080.572>
- Bose, S., & Pal, D. (2019). Impact of employee demography, family responsibility and perceived family support on workplace resilience. *Global Business Review*, 1–14. <https://doi.org/10.1177/0972150919857016>
- Bose, S., & Pal, D. (2020). Impact of employee demography, family responsibility and perceived family support on workplace resilience. *Global Business Review*, 21(5), 1249–1262.
- Chalise, A., & Pande, S. J. (2022, May 22). *Women in banking leadership: A grim reality*. The Farsight Nepal. <https://farsightnepal.com/news/65>
- Chauhan, J., Mishra, G., & Bhakri, S. (2022). Career success of women: Role of family responsibilities, mentoring, and perceived organizational support. *Vision*, 26(1), 105–117. <https://doi.org/10.1177/09722629211024887>
- Chopin, S. M. (2009). Effects of mentoring on the development of leadership self-efficacy and political skill (Master's thesis). *Virginia Commonwealth University*, Richmond, VA.
- Ciulla, J. B. (2020). *The importance of leadership in shaping business values*. The search for ethics in leadership, business, and beyond, pp. 153–163. doi: 10.1007/978-3-030-38463-0_10.
- Deery, M. (2008). Talent management, work-life balance and retention strategies. *International Journal of Contemporary Hospitality Management*, 20(7), 792–806. <https://doi.org/10.1108/09596110810897619>
- Eagly, A., & Carli, L. (2007). Women and the labyrinth of leadership. *Harvard Business Review*, 85(10), 62–71, 146. <https://doi.org/10.1037/e664062007-001>
- Elmuti, D., Jia, H., & Davis, H. (2009). Challenges women face in leadership positions and organizational effectiveness: An investigation. *Journal of Leadership Education*, 8(2), 167–187. <https://doi.org/10.12806/V8/I2/RF4>
- Erlemann, C. (2016). *Gender and leadership aspiration: The impact of the organizational environment* (Doctoral dissertation, Erasmus University Rotterdam).



- Erlemann, C., & van Knippenberg, D. (2018). *Gender and leadership aspiration: The impact of work-life initiatives*. *Human Resource Management*, 57(4), 855–868. <https://doi.org/10.1002/hrm.21875>
- Fielden, S. L., & Davidson, M. J. (Eds.). (2005). *International handbook of women and small business entrepreneurship*. Edward Elgar Publishing. <https://doi.org/10.4337/9781845425586>
- Fritz, C., & van Knippenberg, D. (2018). *Gender and leadership aspiration: The impact of work-life initiatives*. *Human Resource Management*. <https://doi.org/10.1002/hrm.21875>
- Giuffrida, T. A. (2018). *Leadership aspirations of female middle managers in industry and their barriers to advancement* (Doctoral dissertation, California State University Channel Islands, California State University, Fresno).
- Greenhaus, J. H., & Powell, G. N. (2006). When work and family are allies: A theory of work-family enrichment. *The Academy of Management Review*, 31(1), 72–92.
- Hair, J. F., Ringle, C. M., & Sarstedt, M. (2013). Partial least squares structural equation modeling: Rigorous applications, better results and higher acceptance. *Long Range Planning*, 46(1–2), 1–12.
- Hassan, S., Prussia, G., Mahsud, R., & Yukl, G. (2018). How leader networking, external monitoring, and representing are relevant for effective leadership. *Leadership & Organization Development Journal*, 39(5), 505–518. <https://doi.org/10.1108/LODJ-02-2018-0064>
- Hilal, H. (2015). Perceptions towards female leadership in Malaysia. *Journal of Modern Education Review*, 5(5), 517–525. [https://doi.org/10.15341/jmer\(2155-7993\)/05.05.2015/010](https://doi.org/10.15341/jmer(2155-7993)/05.05.2015/010)
- Hogan, R., Curphy, G. J., & Hogan, J. (1994). What we know about leadership: Effectiveness and personality. *American Psychologist*, 49(6), 493–504. <https://doi.org/10.1037/0003-066X.49.6.493>
- Ihwughwavwe, S., & Shewakramani, R. (2024). The impact of work-life balance on employee performance: An evaluative study of health and safety industry in Nigeria. *International Journal of Humanity and Social Sciences*, 2, 39–73. <https://doi.org/10.47941/ijhss.1673>
- Janasz, S., & Forret, M. (2008). Learning the art of networking: A critical skill for enhancing social capital and career success. *Journal of Management Education*, 32(5), 629–650. <https://doi.org/10.1177/1052562907307637>
- Jenni, C. (2017). Motivation to lead: A contingent approach to female leadership. *Journal of Business Diversity*, 17(2), 75–81.
- Jung, D., Chow, C., & Wu, A. (2003). The role of transformational leadership in enhancing organizational innovation: Hypotheses and some preliminary findings. *The Leadership Quarterly*, 14(4), 525–544.

- Kaplan, R. E. (1984). Trade routes: The manager's network of relationships. *Organizational Dynamics*, 12(4), 37-52. [https://doi.org/10.1016/0090-2616\(84\)90010-X](https://doi.org/10.1016/0090-2616(84)90010-X)
- Karamat, A. U. (2013). Impact of leadership on organizational performance: A case study of D&R Cambric Communication. University of Applied Science. <https://doi.org/10.2478/rsc-2022-0009>
- Katili, P., Wibowo, W., & Akbar, M. (2021). The effects of leadership styles, work-life balance, and employee engagement on employee performance. *Quantitative Economics and Management Studies*, 2, 199-205. <https://doi.org/10.35877/454RLqems319>
- Kim, H., & Yukl, G. (1995). Relationships of self-reported and subordinate-reported leadership behaviors to managerial effectiveness and advancement. *Leadership Quarterly*, 6, 361-377.
- Kray, L., & Kennedy, J. (2017). Changing the narrative: Women as negotiators—and leaders. *California Management Review*, 60(1), 70-87.
- Kuzhabekova, A., Janenova, S., & Almukhambetova, A. (2017). Analyzing the experiences of female leaders in civil service in Kazakhstan: Trapped between economic pressure to earn and traditional family role expectations. *International Journal of Public Administration*, 41(1), 1-12. <https://doi.org/10.1080/01900692.2017.1387142>
- Kuzhabekova, A., Janenova, S., & Almukhambetova, A. (2018). Analyzing the experiences of female leaders in civil service in Kazakhstan: Trapped between economic pressure to earn and traditional family role expectations. *International Journal of Public Administration*, 41(15), 1290-1301. <https://doi.org/10.1080/01900692.2017.1387142>
- Lazenby, C.-L. (2015). *Assertiveness and leadership perceptions: The role of gender and leader-member exchanges* (Master's thesis, University of Lethbridge). University of Lethbridge.
- Lent, R. W., Brown, S. D., & Hackett, G. (2002). *Social cognitive career theory*. In *Career choice and development* (4th ed., pp. 255-311).
- Lester, P., Hannah, S., Harms, P., Vogelgesang, G., & Avolio, B. (2011). Mentoring impact on leader efficacy development: A field experiment. *Academy of Management Learning & Education*, 10(3), 409-429. <https://doi.org/10.5465/amle.2010.0047>
- Liou, Y.-H., & Daly, A. (2019). The networked leader: Understanding peer influence in a system-wide leadership team. *School Leadership & Management*, 40(1), 1-20. <https://doi.org/10.1080/13632434.2019.1686611>
- Louly, N. M., & Mathew, L. (2024). Impact of job satisfaction on work-life balance. *Trends in Finance and Economics*, 2(2), 3. <https://doi.org/10.46632/tfe/2/2/3>
- Mayer, J., Salovey, P., & Caruso, D. (2000). *Handbook of intelligence*. Cambridge, UK: Cambridge University Press, 396-420.



- Meshko, H. M., Meshko, O., Habrusieva, N., Leskiw, A., & Meshko, H. O. (2022). Development of assertiveness of future managers as a condition for success in management. In *Proceedings of the 5th International Scientific Congress Society of Ambient Intelligence – ISC SAI* (pp. 300–309). Scitepress.
- Moore, B. (1927). The May conference on leadership. *Personnel Journal*, 6, 4.
- Mutangili, S. K. (2020). Influence of assertive leadership on organizational development: A case of Kenya Power and Lighting Company (KPLC). *Journal of Human Resource & Leadership*, 4(5), 21–34. Retrieved from <https://www.stratfordjournal.org/journals/index.php/journal-of-human-resource/article/view/576>
- National Indigenous Women's Federation & United Nations Development Programme (UNDP). (2018). *Report on status of women and youth leadership in Nepal*. National Indigenous Women's Federation & UNDP.
- Nunnally, J. C., & Bernstein, I. H. (1994). *Psychometric theory* (3rd ed.). McGraw-Hill.
- O'Brien, K. M. (1996). The influence of psychological separation and parental attachment on the career development of adolescent women. *Journal of Vocational Behavior*, 48, 257–274.
- Parasuraman, S., & Simmers, C. A. (2001). Type of employment, work-family conflict and well-being: A comparative study. *Journal of Organizational Behavior*, 22, 551–568.
- Pfaffman, T. (2017). Assertiveness. In *Encyclopedia of Personality and Individual Differences* (Vol. 1). https://doi.org/10.1007/978-3-319-28099-8_1044-1
- Werhane, P., & Painter, M. (2011). Leadership, gender, and organization. In *Leadership and business ethics* (Vol. 27, pp. 1–8). Springer. https://doi.org/10.1007/978-90-481-9014-0_1
- Pickett, A. (2022). *The relationship between mentoring and leadership* (Master's thesis). West Chester University Master's Theses and Doctoral Projects.
- Ratnesh, M., Ali, A., & Sinha, A. (2019). Determinants of work-life balance: A cross-cultural review of selected Asian countries. *Socio-Economic and Cultural Issues*, 7(1), 223–239. <https://doi.org/10.20896/saci.v7i1.478>
- Republica. (2024, May 11). Nepal's banking industry leads the region in female representation: *IFC report. ECONOMY, Republica Watch*. Retrieved from <https://myrepublica.nagariknetwork.com/news/nepal-s-banking-industry-leads-the-region-in-female-representation-ifc-report/>
- Russell, J. E. A., & Adams, D. M. (1997). The changing nature of mentoring in organizations: An introduction to the special issue on mentoring in organizations. *Journal of Vocational Behavior*, 51(1), 1–14. <https://doi.org/10.1006/jvbe.1997.1602>
- Roy, M. V. (2024). Investigating the impact of mentorship in leadership development. *University of Southern Maine USM Digital Commons Leadership Studies Student Scholarship*.



- Saari, U. A., Damberg, S., Frömling, L., & Ringle, C. (2021). Sustainable consumption behavior of Europeans: The influence of environmental knowledge and risk perception on environmental concern and behavioral intention. *Ecological Economics*, 189, 107155. <https://doi.org/10.1016/j.ecolecon.2021.107155>
- Shalka, T. (2016). The impact of mentorship on leadership development outcomes of international students. *Journal of Diversity in Higher Education*, 10(1), 136–148. <https://doi.org/10.1037/dhe0000016>
- Shrestha, R. K., Baniya, L., & Khadka, S. (2023). Women leadership in Padmakanya Multiple Campus: An empirical case study. *PRAGYAN: A Peer-Reviewed Multidisciplinary Journal*, 4(1), September. ISSN 2091-069X.
- Shrestha, S. K., Parajuli, S. K., & Dhungel, D. (2024). Navigating the glass ceiling: Women's career challenges in Nepal's banking sector. *NPRC Journal of Multidisciplinary Research*, 1(3), 44–54. <https://doi.org/10.3126/nprcjmr.v1i3.70070>
- Shrestha, S., Kamal, S., & Dhungel, D. (2024). Navigating the glass ceiling: Women's career challenges in Nepal's banking sector. *NPRC Journal of Multidisciplinary Research*, 1, 44–54. <https://doi.org/10.3126/nprcjmr.v1i3.70070>
- Song, J., & Cheng, T. C. (2020). How do gender differences in family responsibilities affect doctors' labour supply? Evidence from Australian panel data. *Social Science & Medicine*, 265, 113475. <https://doi.org/10.1016/j.socscimed.2020.113475>
- Stead, V. (2005). Mentoring: A model for leadership development? *International Journal of Training and Development*, 9(4). <https://doi.org/10.1111/j.1468-2419.2005.00232.x>
- Tadayon Nabavi, R., & Bijandi, M. S. (2012). Bandura's social learning theory & social cognitive learning theory. *University of Science and Culture*.
- Talajic, M., Kopal, R., & Masic, L. (2022). Impact of leadership on business performance – leadership analytical concept. *RSC*, 14(1), 121–138. <https://doi.org/10.2478/rsc-2022-0009>
- Thomas, A., & Das, I. (2024). Leadership development and emergence of leadership traits in female leaders in Nepal: A narrative analysis of female leaders of private organisations. *SXC Journal*, 1(1), 1–14. <https://doi.org/10.3126/sxcj.v1i1.70869>
- Tjahjana, D., Dwidienawati, D., Rohayati, T., Kenziro, K., Wijaya, F., Nathania, S., & Gandasari, D. (2024). The role of family responsibility, assertiveness, and networking in building female leadership aspirations. *Sustainability*, 16, 5194. <https://doi.org/10.3390/su16125194>
- Virick, M., & Greer, C. R. (2012). Gender diversity in leadership succession: Preparing for the future. *HR Science Forum*. <https://doi.org/10.1002/hrm.21487>
- Zunaidi, A., & Maghfiroh, F. (2021). The role of women in improving the family economy. *Dinar: Journal Ekonomi dan Keuangan Islam*, 8(1), 61–79. <https://doi.org/10.21107/dinar.v8i1.10581>



QUESTIONNAIRE

Leadership Aspirations: A Study of Female Employees of Commercial Banks in Butwal Sub-Metropolitan City

Dear Respondents,

I am currently working as an Assistant Professor at Lumbini Banijya Campus, Tribhuvan University Nepal. I am conducting a Mini Research on Leadership Aspirations: A Study of Female Employees of Commercial Banks in Butwal Sub-Metropolitan City. Your true and accurate responses in the questionnaire will be truly valuable for this research project. The responses provided will be kept confidential and solely for academic purposes. Thanking You,

You are kindly requested to put tick mark (✓) on the appropriate boxes wherever you are genuinely concerned.

1. Marital Status

- Married ☐
- Unmarried ☐
- Others ☐

2. Age Group

- 16-22 yrs. ☐
- 22-28 yrs. ☐
- 28-32 yrs. ☐
- 32 yrs. and above ☐

3. Highest level of education completed

- Bachelor's degree ☐
- Master's degree ☐
- MPhil & Doctorate ☐
- Others ☐

4. Years of Work Experience:

- Less than 1 year ☐
- 1- 3 years ☐
- 3-5 years ☐
- 5-10 years ☐
- More than 10 years ☐



You are kindly requested to state your opinion by reading the statement given under the headings:

1 = Strongly Disagree, 2 = Moderately Disagree, 3 = neither agree nor disagree, 4 = moderately Agree and 5 = Strongly Agree

Assertiveness

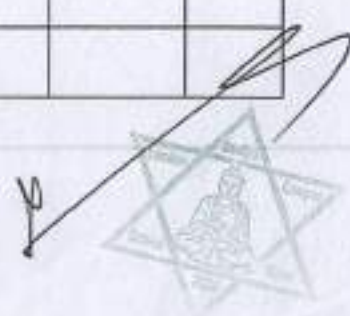
Statements	Strongly Disagree 1	Moderately Disagree 2	Neither Agree Nor disagree 3	Moderately Agree 4	Strongly Agree 5
I am an individual full of energy					
I am an outgoing and sociable individual (extrovert).					
I am an individual who has a confident personality of leader.					
I feel that I know a lot more than most leaders about what it takes to be a good leader.					
I am confident of my ability to influence a work group that I lead.					

Source: (Tjahjana et al., 2024).

Network

Statements	Strongly Disagree 1	Moderately Disagree 2	Neither Agree Nor disagree 3	Moderately Agree 4	Strongly Agree 5
I often seek other forms of support from other people or Groups.					
I have extensive relationships with people or groups who have different webs for finding new ideas.					
I often network with outsiders.					
I often strengthen networks with other people or groups.					
I often share ideas with people or groups outside my Network.					

Source: (Tjahjana et al., 2024).



Family Responsibility

Statement	Strongly Disagree 1	Moderately Disagree 2	Neither Agree Nor disagree 3	Moderately Agree 4	Strongly Agree 5
I am the sole bread earner of the family.					
I do not have the liberty to leave my job as my family's sustenance is dependent on this.					
Handling the day-to-day needs of the children at home is primarily my responsibility.					
I have dependent elders at home.					
If I am jobless for a month or two, my family will be in great financial distress.					

Source: (Bose & Pal, 2019)

Work-life Balance

Statement	Strongly Disagree 1	Moderately Disagree 2	Neither Agree Nor disagree 3	Moderately Agree 4	Strongly Agree 5
I am satisfied with the amount of time I spend on work- related activities.					
I have enough personal time after fulfilling my work duties.					
I am able to balance a work and family.					
My organization supports work-life balance through various initiatives.					
I can manage time for friends and relatives.					

Source: (Louly & Mathew, 2024) and (Erlemann, & Van, 2018).



Mentorship

Statements	Strongly Disagree 1	Moderately Disagree 2	Neither Agree Nor disagree 3	Moderately Agree 4	Strongly Agree 5
My mentor takes a personal interest in my career.					
My mentor has devoted special time and consideration to my career.					
I share personal problems with my mentor.					
I try to model my behavior after my mentor.					
I respect my mentor's ability to teach others.					

Source: (Chopin, 2009)

Leadership Aspiration

Statement	Strongly Disagree 1	Moderately Disagree 2	Neither Agree Nor disagree 3	Moderately Agree 4	Strongly Agree 5
Attaining leadership status in my career is important to me.					
My aspirations are very high in regard to professional recognition and achievement.					
I strive to develop the skills of a leader.					
I would like to obtain a (higher) leadership position.					
I strive to gather job information about improving my skills to become a leader.					

Source: (Tjahjana et al., 2024).

