



**ST. MARY'S UNIVERSITY COLLEGE
SCHOOL OF GRADUATE STUDIES**

**OPPORTUNITIES AND CHALLENGES OF WOMEN MANAGERS IN
SELECTED ORGANIZATIONS**

**BY
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**MAY 2013
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SCHOOL OF GRADUATE STUDIES
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DECLARATION

I, the undersigned, declare that this thesis is my original work, prepared under the guidance of Abebe Mulugeta (PhD). All sources of materials used for the thesis have been duly acknowledged. I further confirm that the thesis has not been submitted either in part or in full to any other higher learning institution for the purpose of earning any degree.

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ENDORSEMENT

This thesis has been submitted to St. Mary's University College, School of Graduate Studies for examination with my approval as a university advisor.

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May, 2013

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ABSTRACT

The present study aimed to investigate and compare the challenges and opportunities, leadership style practiced, the decision making capabilities of women managers in female and male dominated organizations.

The policies and strategies that could help women managers in both organizations were insufficient. Regarding challenges of women managers in both organization is more or less the same however in women dominated organization still the challenges of women managers is significant than men dominated organizations.

The leadership styles of women managers in both women and men domination organization was studies on people oriented and democratic.

The data were gathered using questionnaire and interview. The data obtained were analyzed using both quantitative and qualitative techniques. Quantitative data were analyzed using descriptive statistics and independent sample t-test. The qualitative data were analyzed using narration. Comparison made on the leadership style, challenges and opportunities and decision making capabilities of women managers in both types of organization.

As research findings show that the policies and strategies that could able to support women managers were insufficient and there is no any mentorship program incorporated in their organizational policy. Challenges were found almost the same in both organizations. In both organizations women managers were good in decision making. The study suggested that organizations to review their policy concerning women managers, to use the leadership style and sound decision making ability of women managers as it help the organization.

LIST OF ACRONYMS

A.A.	Addis Ababa
CEDAW	Convention for the Elimination of Discrimination against Women
FDRE	Federal Democratic Republic of Ethiopia
MDG	Millennium Development Goals

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CHAPTER ONE: INTRODUCTION

This chapter presents background of the study, the research problem, objective and significance of the study. The first section deals with the background of the study followed by a discussion of the research problems. In the third section research questions are discussed. Objective of the study, Definition of terms, significance and delimitation of the study are discussed in subsequent section.

1.1 Background of the Study

Women lives have been shaped for times unrecorded by their ability to raise children, whereas men are the ones who are responsible and concerned with business and politics. Due to the societal transformation and technological developments for the last 50 years, women tried to enter to the labor market and press their role and the importance of their social activities. These changes have facilitated and confirmed that, besides being mothers and wives women are now capable to become managers, researchers, politician and many more.

However there are various factors that limit women's potential to occupy senior managerial positions. There is an argument that at the bottom of the constraints that women face is the patriarchal system where decision making powers are in the hands of males. In the African context, traditional beliefs, personal and cultural attitudes regarding the role and status of women in society are still predominant and many women as part of this system find it difficult to dislocate from this culture and tradition otherwise they could be ostracized. Despite women's education and advancement in the job market, the woman's role is typically one of a housewife. The man, on the other hand, is the bread winner, head of household and has the right to dominate public life.

Some women were able to cross cultural barriers and rise to managerial positions, but more often than not, it meant having to manipulate cultural expectations with their managerial roles.

It has been argued that women themselves are often reluctant to run for managerial positions and this is partly attributed to cultural prohibitions on women going for these positions or going to public places. Top managerial positions require travel, spend more time on work, go to different meetings and go into hotels and different public gathering places for women that meant meeting

with men. All of these activities are not easily accepted for women in many African countries, Ethiopia not excluded.

Women who strive for managerial positions have to consider the risk of being labeled 'loose' or 'unfit' as mothers and wives, and being socially stigmatized. Even if they are successful with their family, their life partners will not easily accept such a situation for a long. Such thoughts make many women to decline such positions that would put them in the public eye.

Although there are a lot of challenges that face women managers, there is also good progress like government initiatives in adopting different policies and issuing directives to encourage women to stay and exercise top managerial positions and even in the political arena women are given a quota to represent their community in different settings.

Therefore, this paper will examine the opportunities and challenges that face women managers in two selected male dominated and female dominated organizations in Addis Ababa. Moreover, it will compare the technical, leadership, intrapersonal and environmental skills of female dominated organization with a male dominated one.

1.2. Statement of the Problem

As Ethiopia moves into a new epoch of democracy, it encounters many challenges. One of these challenges is to ensure that all disadvantaged citizens are afforded equal right and opportunity. Women are recognized as part of this disadvantaged group.

In order that Ethiopia has to eliminate poverty and eradicate backwardness, women have to be given a chance and encouraged to improve themselves in all fields. There is a vital necessity to understand women's problems, stereotypes and obstacles that women encounter in the corporate world as women have unique skills and capabilities that can benefit companies in particular and nations in general.

Challenges are preventing women from advancing in organizations and to compete into jobs that were previously dominated by men. Government and many corporate organizations are taking some initiatives and strategies to encourage women to encounter problems in top managerial positions.

Although the importance of such research is carried out internationally, there is little comparative research done relating to women managers challenges and opportunities in the corporate world. This study is therefore; mean to address this knowledge gap in the Ethiopian context.

1.3. Research Questions

1. What hurdles/ obstacles women managers face realizing their potential?
2. How women exercise their capabilities in making decision and using their discretion?
3. Do women have their own leadership style that the companies need?
4. How far the policies and strategies can support women managers?

1.4. Objective of the Study

1. To examine government and corporate policies that hamper women from realizing their potential.
2. To understand and investigate the opportunities that women managers have in the course of managing organizations
3. To suggest mechanisms, solutions, strategies that facilitate the realization of women's potential in the corporate world.
4. To observe the specific leadership style that women are using in their work place and to determine its effectiveness.

1.5. Definition of Terms

Male Domination: In this study refers to organizations consisting mainly of men in senior managerial positions.

Female Domination: In this study refers to organizations consisting mainly of women as senior managers.

Sex: Most of us born either female or male and that designation is called our "sex" which is dependent upon the biological difference between men and women (Nicholson, 1996; Rapport, Bailyn, Pletcher & Pruitt, 2002)

Gender: Gender refers to the socially constructed understanding of what it means to be a man or woman. Gender is different from sex in that it refers to the social characteristics whereby women and men exist in a dynamic structural relationship to each other. It is a process through which social life is organized at the level of individual, family and society and it also plays a crucial role in the structure of an organization (Nicholson, 1996)

Stereotypes: is the process of simplifying and reducing classes of people to a few characteristics by which they are generally said to be identified (The Conference board of Canada Report, 2011)

1.6. Significance of the study

Although there are different initiatives and programs that are considered as opportunities for women to rise up to top managerial posts there are still insignificant number of women in top managerial positions in different corporate organizations. This study would help to find out why those initiatives have not worked as expected.

To show the actual practices and new orientations

This study was targeted to support women in their future struggle.

To contribute a value for policy makers

This study will help other researchers and academician for further research.

1.7. Delimitation/ Scope of the Study

The research was limited to senior managers in the selected organizations which are organizations dominated by female and male, from public and private organizations. Therefore it may not represent the current situation of women managers in the whole of Ethiopia. The result gives insight in the challenges and opportunities that woman in senior managerial position face.

This study is limited to women in senior managerial positions only thus it may not consider challenges and opportunities that confront women in non-managerial posts.

The organizations were selected from private and public business organization; hence the study excludes non-profit organizations.

Although this study touches many issues of women, time factor was a limitation to the researcher to widen the scope has intended to cover. Besides; the availability of senior managers was another limitation.

CHAPTER TWO: LITERATURE REVIEW

2.1 Gender Statistics Globally

Over the past few decades, changes in demographic, social, economic forces have resulted in a large increase in the number of women in paid employment around the world. As the role of women in global economy increases more women are pursuing careers in management (Omar & Davidson 2001).

The women's charter of 1954 properly states that the "The level of civilization which any society has reached can only be measured by the degree of freedom its member enjoy. The status of women is a test of civilization" (Marsland, 2004).

Data on trends in economic activity rates shows a steady increase in female labour force participation over time, alongside as apparent decrease in male rates. In 1960, women constitute 23 percent of labour force. By 1985, this had increased to 36 percent and by 1991 to 41 percent (Baden, Hasim&Meinjies, 1998). The international Labor Organization (ILO) also concur that women represent 40 percent of the world's labour force; however they hold less than 5 percent of the top managerial positions worldwide. The progress towards gender equality has been very slow. Perception, Stereotypes and laws need to be changed to facilitate women to assume managerial posts (Van der Colff& Van Scheers, 2004).

The proportion of women managers varies significantly in different countries. In the United States of America the representation of women in management grew from 16% in 1970 to 44% in 1998, a significant achievement. In countries as diverse as Japan, Turkey and Australia women's representation in management increases by as much as 1 to 25% (Omar & Davidson, 2001).

In Great Britain although women dominate occupations like nursing, teaching and social work, senior positions are still occupied by men. During a 2000 survey it was confirmed that women

held only 18% of all management positions. In UK and Canada there has been evidence that this is moving in the opposite direction (Wilson 2002).

In almost all countries, management is seen as a career suitable only for men and hence dominated by men. Women are concentrated in a small number of jobs, best described as “traditionally female”. These so called female jobs include those in education, health services and finance, banking, communication and personnel service. There are few women managers gaining entrance into manufacturing and technical based organizations (Omar & Davidson, 2001).

2.2. Roles held by women

Globally, fewer than one in 10 businesses are led by women, indicating that it is even harder for women to reach the very top of the business world. 9% of businesses have a female CEO, although this ranges from 15% in the ASEAN region to just 6% in North America. In the Asia Pacific region, (excluding Japan) and Europe, 13% of businesses are led by a woman, ahead of Latin America, the Nordic region and the BRIC economies (all 9%) and the G8 (8%).(World Development Report, 2012)

Australia emerges as the country with the highest proportion of female CEOs; three in 10 businesses are led by women, ahead of Thailand (29%), Italy (24%) and Argentina (23%). Botswana, Brazil and Japan (all 3%) perform worst on this measure, with the United Kingdom and the United States (both 6%) not far ahead. (World Development Report, 2012)

Women are best represented in finance and human resources positions. In terms of finance, 13% of businesses have female Chief Financial Officers (CFO), and a further 13% of businesses employ women in other senior finance roles such as Corporate Controller. More than one in four businesses in Asia Pacific (excl. Japan), Nordic and BRIC economies employ a female CFO. At the country level, businesses in Taiwan (48%), mainland China (39%), Sweden (37%) and Finland (31%) are most likely to employ a woman as CFO.(World Development Report, 2012)

A further 21% of businesses employ women in senior Human Resource (HR) roles. These roles are more common for women in North America (22%) and Europe (21%) than those in finance. Senior management roles within HR are held by large proportions of women in Poland (39%), France (37%), the Philippines (34%), Hong Kong and Russia (both 33%). A further 12% of businesses have a female Chief Operating Officer – rising to 45% in mainland China – whilst just 8% of businesses employ women as their head of sales or head of marketing. (World Development Report, 2012)

2.3 Leadership styles of men and women

Historically leadership has been construed as primarily a masculine enterprise; however as the number of female leaders have increased this philosophy has been questioned.

As organizations become more flat and teamwork becomes the norm, management styles that are aggressive, competitive and task orientated as commonly associated with the leadership styles of men is giving way to the female styles that are more relation–orientated, nurturing and caring (Omar & Davidson, 2001; Pounder & Coleman, 2002). The diverse leadership of male and female managers will now be examined.

Women find participative management more natural than men because they feel more comfortable interacting with people. Interactive leadership styles utilized by women has been beneficial as this style encourages participation, information sharing, enhances self-worth of others and finally energizes others (Appelbaum, Audet & Miller, 2002). Oshagbemi & Gill (2003) further adds that women’s cooperative and empowering leadership style fosters team building.

When employees do not meet expectations, women are more likely than men to buffer criticism by finding something praiseworthy to say. Women will more likely describe their business as a family unlike male counterparts. Female managers subscribe to high levels of consultation and participation. Human resource management and communication is of paramount importance to

female managers. Appalbaum (2003) further states that women have good listening skills well developed interpersonal skill and a soft approach to handling people. Therefore women choose a relationship-orientated leadership style, while men focus on disseminating information and demonstrating competence (Oshagbemi& Gill, 2003).

Since females have a high degree of relationship-orientated leadership style, their management styles are described as more transformational. Male leaders, on the other hand, tend to incline more to transactional leadership where active management by exception is employed and they place a high reliance on power and position authority (Pounder & Coleman, 2002; Vinnicombe& Singh, 2002; Eagly&Carli, 2003).

There is a positive correlation between transformational leadership, leadership effectiveness as well as subordinate commitment and performance (Vinnicombe& Singh, 2002). Women also tended to score higher on leadership scales measuring orientation towards production and the attainment of results. In contrast men tended to score higher on strategic planning and organization vision (Oshagbemi& Gill, 2003). Oshagbemi & Gill's (2003) research on men and women leadership roles found that women managers delegate less than their male counterparts but their directive, consultative and participative leadership styles were similar.

There are substantial differences between the values men and women have towards work. It can be concluded that these differences could contribute to the so called gender differences. Men tended to be more concerned about money, independence, and long term career goals whereas women tended to be more people orientated, concerned with security and affective values such as esteem, co-workers, opportunity to interact with people, fair and considerate supervisor (Elizur, 2001).

Appelbaum (2003) summarized some of the differences between male and female leadership style as discussed below in Table 1.

Table 1: Male vs. Female leadership attributes

Male	Female
Structure	Consideration
Transactional	Transformational
Autocratic	Participative
Instruction-giving	Socio-expressive
Business Oriented	People oriented

Leadership and Organizational Journal: Appelbaum (2003:48)

In order to be effective leader's, women have adopted an androgynous view of managerial roles as this is perceived as the most successful preference (Pounder & Coleman, 2002; Vinnicombe& Singh, 2002; Eagly&Carli, 2003). If a leader possesses both feminine and masculine characteristics this is a sure recipe to succeed as a leader. Oshagbemi& Gill (2003) state that although the way men and women lead are different, each of their style is effective in their own right. It can therefore be concluded that effective management is not the exclusive domain of either gender and both can learn from each other (Appelbaum, 2003).

However incompatibility between expectations about women and expectations about leaders underlie prejudice against female leaders. Stereotypes about how a woman should behave shadow an effective leader (Eagly&Carli, 2003). The socialization process has resulted in women developing values that are different from the traditional competitive, controlling and aggressive leadership behaviors of men (Pounder & Coleman, 2002).

It can therefore be concluded that women have the tools to be effective leaders in the workplace and their transformational leadership style is proving to be an asset.

Nevertheless men and women have to adopt androgynous leadership styles so they are equipped to manage a diverse multi-cultural society.

2.4 Barriers to gender equality in senior positions

Women are not found in managerial positions in proportion to their presence in the workforce due to barriers to women's advancement. Whether these barriers are real or imagined, the structural barriers to women's career progress should not be considered as single, isolated ones but as multi-level impediments that impinge on women's progress at the entry level as well as every occupational/functional and hierarchical level throughout the company. Once one barrier has been evaded or overcome, others come into play. The situation facing women is thus complex, multi-dimensional and multi-faceted (Van der Colff & Van Scheers, 2004). These barriers create a "glass ceiling" for women at their place of work.

2.4.1. What is a glass ceiling?

The glass ceiling refers to barriers that are preventing women from advancing upwards in the organization. The glass ceiling hinders not only individuals, but society as a whole. It reduces the pool of potential corporate leaders and withdraws the economy of new leaders, new sources of creativity and 'would be' pioneers of the business world. In order to become global contenders and maintain a competitive advantage organizations must be prepared to dismantle the glass ceiling (Wrigley 2002).

Women experience unequal workplace experience because they are crossing over clearly laid out "ideological boundaries" which portray the men as breadwinners and the women as the caregivers (Gazso, 2004). Cotter, Hermsen JM, Ovedia S & Vanneman R.(2001) argues that the glass ceiling inequity represents a gender or racial difference that is greater at higher levels of the hierarchies than at the lower level of the hierarchies. The gender gap not only grows but accelerates as one move up the hierarchical order.

There has been no scientific evidence reported validating the often made assumption that women lack the drive to get to the top. In fact no differences between managerial women and men have been found in level of motivation, no psychological needs and motives such as the need for achievement or need for power. There has also been no research evidence found that is

supportive of the commonly held idea that women managers are less committed to their careers because their primary commitment is to their family and home. A survey conducted by the American Management Association depicts women as compared to men managers as more committed to their careers, more willing to relocate and more likely to make their jobs top priority when family/work conflicts occur (Heilman,1997).

Despite this however, beliefs that there are differences between men and women still obstinately persist justifying the under-representation of women. The key factor is to understand the barriers confronting women in the corporate world and also understanding the psychological phenomenon of sex stereotype

2.4.2. Gender role socialization

Gender role socialization can create many barriers in the organization. The upbringing of a female and male also contributes to the glass ceiling of an individual. Humans are gendered individuals that are easily influenced by the perceived gender differences. Women and men do not leave their gender role socialization at the door when coming to work. Similarly women are socialized to accept more limited views of success; they are taught that they can achieve only certain career goals in only limited job titles.

Women freely accept these limitations as the ‘way things are’ and seldom challenge the parameters shaped during those formative years (Wrigley, 2002). This rigid gender role socialization reinforces the structure of society and of the organization and can create segregation of labor in the workplace (Ibid, 2002).

2.4.3. Organizational Culture

The organization culture plays a critical role in shaping the behavior of employees and determining the success of the organization. The culture of an organization can either impede or promote diversity at the workplace.

2.4.4. The division of labor due to gender stereotyping

Although there are differences amongst men and women there also exists the division of labor according to gender stereotyped roles as discussed in the previous section Gender Role Socialization and Organizational culture.

The gender division of labor is noticeable in many organizations. The employment that are traditionally occupied by woman are nursing and paramedical occupations, teaching, clerical and sales job. On the other hand women workers are underrepresented in the following categories (Flood, Hoosain, & Primo 1997):

- Artisans, apprentices and related occupations
- Transport, delivery, communication occupations
- Registered engineers
- Judges or magistrates

2.4.4.1. Gender Stereotyping

Gender role socialization in the workplace provokes gender stereotypical behavior. Stereotypes about groups of people are often inaccurate or they are an overgeneralization which does not apply to the individual group member who is being targeted. Stereotypes thus become the basis of faulty reasoning, leading to biased feelings and actions, disadvantaging others, not because of what they like or what they have done, but because of the groups to which they are deemed to belong. Some of the typical stereotypes are that men are thought to be strong and active and women are thought to be weak and passive.

Also men are described as decisive, independent, rational, objective and self-confident whereas women are described as indecisive, dependent, emotional, non-objective and insecure. The traits associated with men and women are not only different but also are valued differently. Male values are considered to be more highly valued than those concerned with nurturance and affiliation typically recognized to women (Heilman, 1997).

One of the stereotypes held by men is the belief that men are more appropriate to be the primary breadwinners as women are less suitable to pursue this responsibility. The other stereotype behavior refers to the characteristics men are thought to have. Some of these characteristics include competitiveness, lack of empathy and emotional detachment.

The show of emotions and empathy are associated in most work settings with weakness and dependence and are thus more suited to women and femininity. Conventional stereotypes are stronger in male dominated work groups as compared to a mixed – sex work group (Bird, 2003).

If women do not mirror the behavior of males then they are judged as incompetent. Women are not given the liberty to practice their own managerial style and their own individualism (Liff& Ward, 2001). One of the structures that promote male stereotyping is the ‘Old Boys Network’ which is predominately a networking amongst men at work.

2.4.4.2 Old Boy’s Network

Male stereotyping undermines the level of knowledge, skills and attributes a female has and creates hurdles for the advancement of women. In order to ensure that women are maintained in the minority, informal structures amongst men known as the ‘Men’s Club’ or ‘Old Boys Network’ were formed. Old boy networks was used to have informal discussions relating to work where information was shared, particularly up-to-date information The function of the club was to cement group solidarity amongst men and reinforce predominantly male values (Simpson, 1997). Gendered social structures are regarded as an advantage to men over women, giving men greater opportunity, power and psychological and emotional rewards (Bird, 2003; Wrigley, 2002). These networks generate ‘institutional impediments to stall women from advancing in the organization (Appelbaum 2003).

The social identity theory claims that people identify more with members that have similar characteristics such as gender, race or ethnicity (Bird, 2003). Men in an all-male group reported higher levels of comfort, of being themselves, with workmates than men in mixed sex groups

(Ibid, 2003). Organization needs to ensure that less discriminatory and prejudice policies are practiced to ensure fair and equal treatment of all employees (Ibid, 2003).

Organizations that value masculinity stereotypes while ignoring the wellbeing of their employees may affect organizational levels of productivity and effectiveness (Bird, 2003). Once gender stereotypical behavior is reflected in the workplace structure, women are not able to reach their maximum output

(Gazso, 2004).

2.4.5 Women turning against other women

Women do not support each other as they reach the higher hierarchies of management. The stereotypical perception is that women at the top are determined not to see other women advancing (Wrigley, 2002).

2.4.6. Balance between work and home

“We must move away from the myth of separate worlds, as though life at home has nothing to do with life in the company”. These two worlds intersect and companies need to take cognizance of this. People who felt powerless at work took their anger home and those that had problems at home could not be productive at work (Puffer, 2004). When women opt for careers, they add to their lives new sets of role demand without a decrease in their traditional roles as wives and mothers (Omar & Davidson, 2001).

Married women with children limit themselves from applying for promotions due to the challenging roles of managing a family and a high-ranking career. Women work long hours, take work home and work over the weekends. Women then begin playing a juggling game between work and home commitments (Liff& Ward, 2001). Women opt out of positions of authority because they are more likely than men to assume the bulk of the family responsibilities as a result of this unequal division of labour (Smith, 2002).

Women still spend far too much time doing domestic labour although there has been an increase in the number of women entering the labour market (Gazso, 2004). Women on average do about 70% of the housework (Wilson, 2002) These women experience an unequal “second shift” in their responsibility for family care-giving and they also experience an unequal “third shift” compared to men, that of managing work/family conflicts. This juggling can actually ensure that women’s inequity in the workplace is maintained and that women’s advancement is stunted (Wilson, 2002; Gazso, 2004; Krajewski& Burke, 2005).

Women claim that they lack the physical energy to strike a balance between a family and work life (Vinnicombe& Singh, 2003). Most married women and men see nothing wrong with an unequal division of labour at home, the unequal division of labour is seen as fair. The proportion of men’s time devoted to paid labour hardly changes if they have children; in fact they spend more time in paid labour when their children are under seven years old. Men spend less time on housework because they believe that the partner who makes more money has more power and therefore does less work at home (Wilson, 2002). This view is referred to as the Family Power Theory which suggests that as one spouse increases resources, his or her power increases. Thus Family Power Theory claims that household labour is an outcome of differential power between spouses (Krajewski& Burke, 2005).

As a result women in senior positions are of the impression that starting a family will spell the end of their career and they are less likely to have children compared to their male counterparts. In order to reduce the conflict of their dual roles women managers may choose to remain single and childless (Veale & Gold, 1998; Omar & Davidson, 2001).

There are very few role models of senior managers with children who can motivate other women that parenthood and professional working life is possible (Wilson, 2002). If they approach their management regarding reduced working hours this will be portrayed as a lack of commitment and will result in them being excluded from consideration for promotions (Veale & Gold, 1998; Wilson 2002).

Women's unequal work experience is also as a result of the occupational choices they make. Their differing work patterns, namely taking time to have children, working part-time instead of full time, working shorter hours are choices made as a result of women's family responsibilities. Since women naturally desire to have families, they are naturally different from men and it is this difference that determines their inequality in the workplace (Gazso, 2004).

2.4.7. Personality traits

Perfectionism was another characteristic that women believe may be holding them back to advancing. Women have a need to complete a task resembling a high quality output and then this desire could lead to unnecessary extra time being taken to reach that stage (Vinnicombe & Singh, 2003).

2.5. Strategies to overcome barriers to women in senior positions

2.5.1. Breaking through the glass ceiling

The glass ceiling is costly, resulting in lost productivity by employees who are demotivated due to lack of advancement in their careers and high turnover costs (Ragins, Townsend & Marttis, 1998).

In order to remove the 'glass ceiling' that many women stumble upon corporate leaders need to have a thorough understanding of the barriers faced by women. Further, an understanding of the organizational environment women work in also has to be taken into consideration when formulating the strategies. The gender strategies must be formulated with the main priority of assisting the empowerment of women and assisting them in their advancement (Ragins, 1998).

In order for Employment Equity and all the related initiatives such as succession planning to be successful, organizations need to implement these strategies organization-wide and not limit them to certain departments within the organization. They should also be implemented at all levels (Booyesen, 1999a).

Below are some of the strategies organizations can utilize to assist and develop the female work force. However none of these initiatives and strategies will be successful unless the following is adhered to (Booyesen, 1999a):

- Senior and top management support these initiatives
- Budget has been allocated to these strategies
- Gender targets are set
- Performance and development are managed

Women are constantly looking for new and innovative ways to adapt to the workplace so that these barriers are overcome. The various strategies that can be utilized to empower women in the workplace will now be examined.

2.5.2. Adapting to the workplace

Consistently exceeding performance expectations was the top ranking strategy used by successful senior executives (Ragins Townsend B & Mattis, 1998; Gazso, 2004). Working long hours and developing unique skills and expertise are some of the other tactics that were also used.

Taking work home, waking up early before the children to ensure that reading can be done and doing homework before going into a meeting are some of the things that women have to do to ensure that they are perceived to be on a par with their male colleagues (Ragins, 1998). Wrigley (2002) argues that working hard does not always work but if you want to get ahead of the pack you have to know and understand the corporate politics.

Women also face the daunting challenge of ensuring that their management style is not masculine or too feminine. They have to ensure that they have a management style that is acceptable to their male colleagues, supervisors and subordinates. Women have to find an appropriate style that will not threaten their male peers or make them uncomfortable (Ragins, 1998).

However Gazso (2004) argues that in order to break through the gender barriers and thereafter keep the doors opened in the gendered work culture means women not functioning in a similar manner to men but also acting like men. Women become more aggressive and competitive in the workplace and they also try to be “one of the boys”. As a result women in senior management positions resemble men in their personality and behavior characteristics (Van Vianen& Fischer, 2002).

2.5.3. Mentoring

Mentoring plays an important and critical role in career advancement. Vinnicombe& Singh (2003) states that mentors can play various roles including career advisor, counselor, friend, coach on management techniques and advocate. Protégés value their mentor’s way of helping them to think through what they want to do instead of telling them and also aligning their thinking within the strategic context of the organization. Mentors also assist women in developing their managerial identity.

Individuals who have a mentor are likely to receive more promotions, have more career mobility and advance at a faster rate than those that lack a mentor (Ragins,Townsend B &Mattis, 1998; Nicholson, 1996). Mentors that are part of old boy networks can provide valuable information and contacts to their female protégés and can facilitate access to membership for their protégés (Vinnicombe& Singh, 2003).However there is a serious shortage of female mentors (Nicholson, 1996; Ragins,Townsend B &Mattis, 1998). It has nonetheless been proven that same sex mentors are beneficial for the individual and the organization (Nicolson, 1996). If the number of female role models are increased this will ensure feminine management styles are more acceptable in the workplace (Vinnicombe& Singh, 2002). Initiatives must therefore be taken increase the pool of female mentors.

As a result of the limited number of female mentors, male mentors are being chosen. Male mentors are more influential and can provide greater access to inner power circles while female mentors will be able to identify and empathize with the barriers faced by women (Ragins,

1998). In Ethiopia context further obstacle arises with respect to mentoring that is there is no any female or male mentor to perform this activity and transfer skills.

2.5.4. Succession planning

Succession planning for women employees can be achieved by assisting women to overcome their lack of confidence. This will improve the number of women in various employment categories. Companies should be encouraged to introduce development career planning for both managerial and non-managerial women. These plans should include development, career planning, workplace culture and flexible working arrangements (Vander Colff & Van Scheers, 2004).

2.5.5. Training and Education

It is the woman's responsibility to ensure that she takes the necessary steps to overcome the deficiencies in her attributes. Hence a group of women who completed their MBA's were analyzed to determine if this qualification had any effect on some of the barriers. The results of this study proved that men moved into senior positions much faster than females. Men are also likely to earn higher salaries after the MBA compared to that of female counterparts. Women are most likely to leave the organization for a promotion due to barriers encountered whereas men will be promoted within the company (Simpson, 1997).

Training and development must be based on developing skills for the new economy that is thinking of the future. This training must not only teach women how to think about business but also how to manage business practically (Simpson, 1997). Management development programs could also assist women to cope with the problems with their jobs (Veale & Gold, 1998).

Human capital investments are vitally important for ushering females into positions of authority (Smith, 2002). Therefore corporate organizations need to invest in training and development and inculcate a culture of lifelong learning.

2.5.6. Networking

Increased visibility, engaging in more networking, working on a significant project and making an impact are some of the initiatives females need to take to increase their chances of being promoted (Liff & Ward, 2001). Having an early opportunity to work close to senior people can give future female managers access to a network of influential contacts. These contacts can expose young managers to how an organization operates both on a formal and informal basis, thus providing valuable business insight. Visibility is a key to more challenging and higher profile jobs and inevitably opens the doors to many future opportunities (Vinnicombe & Singh, 2003).

Networking amongst women could assist women in their career development as their peers can provide them with support and guidance and hence breakdown the isolation they feel. The learning experiences of the senior individuals could also guide the younger managers (Veale & Gold, 1998).

Women need to think more strategically when developing their circle of influence as these associates can play a pivotal role in their advancement and success (Volpe & Nicholson, 2004).

2.5.7. Family support

The relationship a female manager has with her partner plays a vital role in her career development and stress levels (Veale & Gold, 1998). A supportive partner and family will assist a female manager in balancing the demands of full-time work and child care. It is important for women to understand that their dual roles need to be managed. As more men share in family and home responsibilities and more children are raised by women who have professional lives, gender role socialization will shift to a more androgynous process where boys and girls are equally introduced to possibilities of their roles in societies (Wrigley, 2002).

2.5.8. Challenging Assignments

In order for women to be given the required recognition they have opted to take on highly visible assignments. These assignments will provide them with professional growth and learning challenges, serve as grooming exercise for succession planning and also give them exposure to key decision makers and influential mentors in the company. These challenging assignments also assisted women in expanding and challenging their abilities and to realizing their full potential. These assignments gave the protégés confidence in their ability as well as increased their visibility to a wider range of senior managers. Unlike male counterparts who are offered key assignment women have to convince management that they are ready and able to take on these assignments (Ragins, TownsendB&Mattis, 1998; Vinnicombe&Singh, 2003).

2.5.9. Family friendly policies

Flexible work arrangements could assist women in overcoming the many obstacles they encounter at work. Some of these arrangements include flexible working hours, after school clubs and after care facility (Veale & Gold, 1998). Organizations need to develop more flexible practices such as maternity and paternity leave and flexible working hours. These family friendly policies will only assist women in reaching their maximum potential in the workplace (Vinnicombe& Singh, 2003).

2.6 Women status in Ethiopia

Ethiopian women are actively involved in all aspects of their society's life. Women are both producers and procreators and they are also active participants in the social, political, and cultural activities of their communities. However the varied and important roles they play have not always been recognized. The discriminatory political, economic and social norms and regulations prevailing in Ethiopia have barred women from enjoying the fruits of their labour. Without equal opportunities, they have lagged behind men in all fields of self-advancement.

Economic development is unthinkable without the participation of women. In some economic sectors women even constitute a proportionally larger group of the labour force than men. However, because their participation in the economy has not been valued, Ethiopian women have not received their fair share of the nation's wealth. (The federal democratic republic of Ethiopia Ministry of Women's Affairs, July 2007).

Soon after the downfall of the Derg regime, the various political and national organizations, setting aside their differences, formed a Transitional Government whose principals were set out in a Charter in which peace was the main principle of governance. This brought a period of relief to all Ethiopians, especially to women. The democratic process is able to grow and develop effectively when all people are given equal encouragement to exercise their democratic rights, and when women can experience the benefits of their labor on an equal basis with men. With this realization, the government of Ethiopia, both the Transitional Government and the first elected Government in 1995, have given priority to the speeding up of equality between men and women.

Although women have made substantial contributions to the struggle Ethiopian people have waged to ensure their rights and freedoms, their struggle up to now has not been sufficiently institutionalized. Women issues do not only concern women. Women's problems cannot be solved by women alone, but by the coordinated efforts of the society as a whole, including government. Careful planning in full consultation with women is essential, drawing lessons from past failures and experiences.

Women's demand to participate actively in national development and to exercise their right to enjoy its fruits is now receiving support in government and local communities. One effect has been the creation of a modus operandi which is increasingly free from partiality and sexual discrimination. Of course there is still a long way to go (National policy on Ethiopian Women, Ministry of Women, Youth and Children Affairs 1998).

2.7. Women in power and decision making in Ethiopia

Due to the various obstacles that women have such as violence against women, lack of education etc., their representation and participation in leadership and decision making position has also been limited.

Despite the Government policy of equal opportunity for both men and women to participate in the democratization of the country; women have not been adequately represented at all levels of decision-making positions.

Out of 547 seats reserved for parliamentarians in 1995, it was only 15(2.74%) that was occupied by women. However, by the next round election, an increasing trend of women's participation has been observed. During the 2000 House of People's Representative elections, about 42 (7.7%) of the candidates for parliamentary seats were women compared to 2.7% in 1995. (Office of Council of Ministers, 2004)

Although not satisfactory, women participation in local authorities has further been improved. With the introduction of a Federal System of Government, in 1991, by devolution of decision making power and responsibilities to regional states, an increasing trend of women participation in local authorities have also been observed.

During the 1995 general elections for regional councils, out of 1355 members 77 (5.0%) were women. This number increased both in terms of membership and number of women in 2000 elections. Thus, in the election held in 2000 for regional councils, while the number of members increased to 1647, there were 244 (12.9%) women, which has shown an increase by 10%. At the lowest level of Woreda Council, only 6.6% are women out of the 70,430 council members. At the lowest administrative unit, the Kebele, women constitute only 13.9% of the 928,288 elected officials. Further, at the level of international representation, among the 28 ambassadors that Ethiopia appointed at different mission abroad, only 4 (14.3) are women. (Office of Council of Ministers, 2004)

In the area of employment, while the number of women in the Ethiopian civil service has been relatively small, the senior positions are overwhelmingly held by men. According the Federal

Civil Service Commission recent statistics revealed the fact that the overwhelming majority of women civil servants are concentrated in positions such as secretaries, cleaners, and other. (A national report on progress made in the implementation of the Beijing Platform for Action (Beijing +10) Ethiopia, Prime Minister Office/ Women Affairs Sectors, 2004)

2.8. Literacy and Education in Ethiopia

The adult national illiteracy rate is about 59.7%; with a very pronounced gender difference, where female illiteracy level is 67.6% against 51.9% for males. Furthermore, the gross enrolment ratio for girls is 52% at primary level and 14% at secondary level. The Ethiopian Education and Training Policy were approved in 1994 and the overarching goal of the Policy is to provide a new education system which will achieve the present and future national and social development goals. The Policy focuses on increasing access to educational opportunities and in particular it promotes an education system that would remove the cultural and traditional misunderstandings attached to benefits of female education. The Education Sector Development Program I (ESDP I) put in place broad participatory and equity approach measures.

ESDP II is meant to build further upon the experiences of ESDP I and pay special attention to the design of strategies for improving gender equity.

During the implementation of both ESDP I and II a number of positive initiatives were undertaken to reduce the gender gap in the sector. Number of female teachers increased in elementary schools. It is estimated that in the period 1996/ 1997 to 2000/ 2001 the gender disparity in the net intake rate has been reduced from 5.5 percentage points to 3.7 percentage points between 1996 to 2000. (A national report on progress made in the implementation of the Beijing Platform for Action (Beijing +10) Ethiopia, Prime Minister Office/ Women Affairs Sectors, 2004)

While significant progress has been made in the promotion of gender equity in the education sector, some constraints still remain to be addressed. In particular, the rural female dropout rates have not been reduced significantly mainly due to inadequate sensitization of parents and teachers to the needs of the girl child in education. Specifically issues of accessibility and security in reaching and attending schools need for teacher sensitization on gender issues, positive gender representation in school curriculum and books, as well as addressing attitudes to

girls' empowerment need to be addressed.(Appraisal Report Institutional support project to the women's affairs office Federal Republic of Ethiopia, 2004).

2.8.1 Enrolments in higher education

As noted in the table below, the total enrollment of higher education institution in all programs has been increased year to year for the last five years. However the percentage of female students is still insignificant when compared to male students. The following table will show the higher education enrollment and the status of women.

Table 2: Women enrolments in higher education

	Undergraduate		Total	Female %	Post Graduate		Total	Female %
	Male	Female			Male	Female		
Year								
1999E.C /2006/07/	150,530	52,869	203,399	26.0	6,349	708	7,057	10
2000E.C (2007/08)	199,684	63,317	263,001	24.1	6,652	703	7355	9.55
2001E.C (2008/09)	220,510	90,192	310,702	29.0	8,979	1,146	10,125	11.3
2002E.C (2009/10)	306,758	113,629	420,387	27.0	12,469	1,703	14,272	11.9
2003E.C (2010/11)	326,769	120,924	447,693	27.0	17,368	2782	20,150	13.8

Ministry of Education 2003 E.C/2010/11

2.9. Convention for the elimination of discrimination against women

Concerning gender equality, Ethiopia ratified international conventions, and issued laws and policies. Some of them are presented below. Ethiopia ratified Convention for the Elimination of Discrimination against Women (CEDAW) during the Derg Regime and the issue of gender equality was included in the 1982 Constitution. However, no significant attempt was made to promote women's participation at macro-economic level (A national report on progress made in the implementation of the Beijing Platform for Action (Beijing +10) Ethiopia, Prime Minister Office/ Women Affairs Sectors, 2004). The Federal Democratic Republic of Ethiopia has also given due

consideration to gender equality and ratified International Conventions like the Millennium Development Goals (MDGs), and the Beijing Platform of Action.

Article 3 of the CEDAW clearly puts that

Stated Parties shall take in all fields, in particular in the political, social economic and cultural fields, all appropriate measures, including legislation, to ensure the full development and advancement of women, for the purpose of guaranteeing them the exercise and enjoyment of human rights and fundamental freedoms on a basis of equality with men.

The above article requires member states to take the necessary measures to protect the human rights of women regarding their equality in all matters with men.

Article 10 also urges member states to eliminate discrimination against women in education. This is to say that states have to provide the same conditions for career and vocational guidance, and access to education at all levels is to be based on equality.

Article 11, Sub Articles b, c and d of the convention clearly indicates what measures the state and men should take to eliminate discrimination on employment and to ensure equality of women.

B) The right to the same employment opportunities, including the application of the same criteria for selection in matters of employment.

C) The rights to free choice of profession and employment, the right to promotion, job security and all benefits and conditions of service and the right to receive vocational training and retraining, including, apprenticeships, advanced vocational training and recurrent training.

D) the right to equal remuneration, including benefits and to equal treatment in respect to work of equal value as well as equality of treatment in the evaluation of the quality of work.

2.9.1 The Beijing platform for action

The Fourth World Conference on Women in Beijing in 1995 strongly affirmed gender equality is an issue of human rights and a prerequisite for social justice. The Platform for Action identified

critical areas of concern in which action is still needed to achieve gender equality. These areas of concern are poverty, education and training, health, violence, armed conflicts, economy, power and decision

making, institutional mechanisms, human rights, the media, the environment and the girl child. Among these, Ethiopia had identified seven priority areas of focusing in order to ensure gender equality (The women affairs office, National Action Plan, 2006).

These are:

- i. Poverty and Economic Empowerment of Women and Girls.
- ii. Education and Training of Women and Girls.
- iii. Reproductive Rights, Health and HIV/AIDS.
- iv. Human Rights and Violence against Women and Girls.
- v. Empowering Women in Decision-making.
- vi. Women and the Environment.
- vii. Institutional Mechanisms for the Advancement of Women

Although the previous Ethiopian Government ratified CEDAW on paper, significant measures have not been taken towards the application of the Convention. Cognizant of this shortcoming, the Federal Democratic Republic of Ethiopia (FDRE) has given due consideration and clearly put it in the constitution. Article 35/3 of FDRE Constitution reads:

The historical legacy of inequality and discrimination suffered by women in Ethiopia taken into account women, in order to remedy this legacy, are entitled to affirmative measures. The purpose of such measures shall be to provide special attention to women so as to enable them compete and participate on the basis of equality with men in political, social and economic life as well as in public and private institutions. [FDRE 1993]

Having or issuing a Constitution, laws and policies alone is not sufficient. In order to promote gender equality, gender mainstreaming should be used as a strategy to bring the gender issue in all aspects of institution's policies, programs and projects.

CHAPTER THREE: RESEARCH DESIGN AND METHODOLOGY

This study was designed to identify the challenges and opportunities of women managers in male dominated and female dominated organizations in Addis Ababa and compare the existing challenges and opportunities in organizations. This chapter deals with the methodology and procedure that were followed to examine the study. The research design, sources of data, population of the study, sample, sampling technique, instruments for data collection, and data analysis method are discussed in this chapter.

3.1 Research Design

The goal of this study was to investigate the challenges and opportunities of women managers in two selected organizations in A.A., to compare the existing opportunities and challenges of women in higher positions. The organizations are categorized Female and Male dominated organizations. The study was one of the descriptive studies which is concerned with describing the characteristics of a particular individual, or of a group.

3.2 Population and Sampling Techniques

Populations of this study were all the management members in both female and male dominated organizations in Addis Ababa. Addis Ababa was chosen because all organizations and respondents are found in the capital. After a thorough a through survey made four private and four public organizations were chosen. After having a survey, organization were selected purposively as they have female and male dominated in their managerial posts. These are: Educational Materials Production and Distribution Agency (Public, Male dominated) has a total of 20, Awash Wine S.C (Public, Female dominated) has a total of 10, BerhanenaSelam Printing Agency (Public, Female dominated) has a total of 6, Express Mail Service (Public, Male dominated) has a total of 4, Enat Bank S.C (Private, female Dominated) has a total of 10, Ayat Real Estates (Private, Male dominated) has a total of 14, Almaz Zeleke Coffee Exporters (Private, Female Dominated) has a total of 8 and Addis International Catering (Private, Male

dominated) has a total of 8 population. The total population of the study equals 80. For more explanation, look at table 3.

3.3 Sampling Technique

The researcher used purposive sampling technique for this study because of their relevance to the study and their limited number. Purposive sampling technique was used to include all respondents that can provide appropriate data for the study. Accordingly, all managers in higher positions were included in the study. The details are given in Table3

Table 3. Distribution of the population and sample

Kind of Organizations	Respondents	Population
Female Dominated Organizations	General Managers	3
	Deputy General Managers	1
	Human Resource Managers	4
	Finance Managers	4
	Plan & Programs Managers	4
	Marketing & Customers Service Managers	6
	Purchasing & Procurement Managers	4
	Production & Operation Managers	4
	Sub Total	30
Male Dominated Organizations	General Managers/ CEO's	4
	Deputy General Managers	4
	Human Resource Managers	4
	Finance & Administration Managers	4
	Plan & Programs Managers	2
	Marketing & Customer Service Managers	4
	Purchasing & Procurement Managers	4
	Organizational Development Manager	1

Production Managers	2
Loan Manager	1
Export Manager	2
Hygiene & Quality Assurance Managers	3
Others	15
<hr/>	
Sub Total	50
<hr/>	
Total	80
<hr/>	

Source - Survey

3.4. Types of Data and Tools/Instruments of Data Collection

Primary data used for this study were gathered from the management and higher managerial position members in both female and male dominated organizations in AA. The major sources of the data were thus, the General Managers, Deputy General Managers, department heads, and administrative heads and, Supervisors in female and male dominated public and private organizations.

In order to generate data for this study, two data collecting instruments were used. These are: 1). Questionnaire and 2). Interview

3.4.1 Questionnaire

The questionnaire was used as a major data collecting instrument due to its convenience to collect adequate data from a large number of respondents. To make the data manageable close ended questionnaire was prepared. The questionnaire was prepared in English and self-administrative; however in some cases the researcher had a brief discussion on the questions with senior officials. This questionnaire was subjected to factor analysis using equal variances (weights) as prior communality estimates. The factor analysis was used to address the research questions.

In interpreting the rotated factor pattern, an item was said to load on a given factor if the factor loading was 0.45 or greater for that factor, and was less than 0.45 for the other. Using these criteria, 14 items were found to load on the first factor, which was subsequently labeled *Challenges of Women Managers*. 16 items loaded on the second factor, which was labeled *Leadership style*. 7 items were found to load on the third factor which was subsequently labeled *Decision making capabilities of women managers*. 6 items were loaded on the fourth factor were labeled on *Opportunities of women managers*.

3.4.2. Pilot study of questionnaire

All the questions were pilot tested. They were distributed first to 20 Managers' in OLAM International Ltd and Out-span Agri Estates Plc. This was done to make a pilot survey with the aim of pre-testing the survey questionnaire. In pre testing questionnaire, the main concern was to detect problems which may cause confusion to the respondents, which is to identify ambiguous or biased items in the questionnaire for elimination and suitability for collecting the required data. It was also needed to improve the format of the questionnaire to facilitate understanding and to check the time needed to respondents to return the questionnaire.

The pilot survey was used to determine whether the words in each question were properly understood, that each question measured what it was intended to measure, and that the questions were interpreted similarly by all respondents, and that each question contained an adequate range of response categories. From the questionnaire and one question was corrected to make clear to the respondent depending on the feedback obtained, three questions which were not relevant to the study were omitted.

After correction had been made to the questionnaire, it was distributed to all managers in both organizations. After two weeks the respondents returned back the questionnaires and depending on their response analysis had been made.

3.4.3. Interview

Semi-structured interview was prepared by the researcher to generate data from managers and administrators. The prepared interview schedule was verified and checked for its authenticity for the use in this study by the major advisor. It was used to get supplementary data which would help the researcher to have a more relevant data for the study. It was used to collect data from managers, administrators and department heads because they were limited in number and data can easily be managed. The managers, department heads and administrative bodies were interviewed on nine questions each. This would help the researcher to counter check the information obtained by questionnaire.

3.5. Procedures of Data Collection

After submitting the formal cooperative letters from the graduate school, the participants were requested to complete the questionnaire. The goal of the research and its importance were explained and appointment was taken to meet senior managers to have discussion for interview and to collect the distributed questionnaires.

3.6 Methods of Data Analysis

3.6.1. Quantitative data analysis

After the collection of data through questionnaire, the raw data were classified and tabulated depending on the kind of question to make it easily manageable and understandable. After it was tabulated, the issues were analyzed and interpreted based on the kind of question. The data collected through questionnaire to identify the personal characteristics of respondents, such that age, sex, educational level, and position of work/designation, work experience, marital status were analyzed using percentage. This method of analysis helped the researcher to easily identify the characteristics of the respondents.

The data that were collected through questionnaire to categorize the challenges, and opportunities of the two organizations were analyzed using percentage which helps to identify the opportunities and challenges that are currently practiced in the organizations. However the

data gathered to compare the opportunities and challenges of the two kinds of organizations were analyzed by using mean, the analyses of the data were done using SPSS version 16.

3.6.2. Qualitative data analysis

The data that were gathered through interview from the heads of the male and female organizations were analyzed by interpretation and using narration.

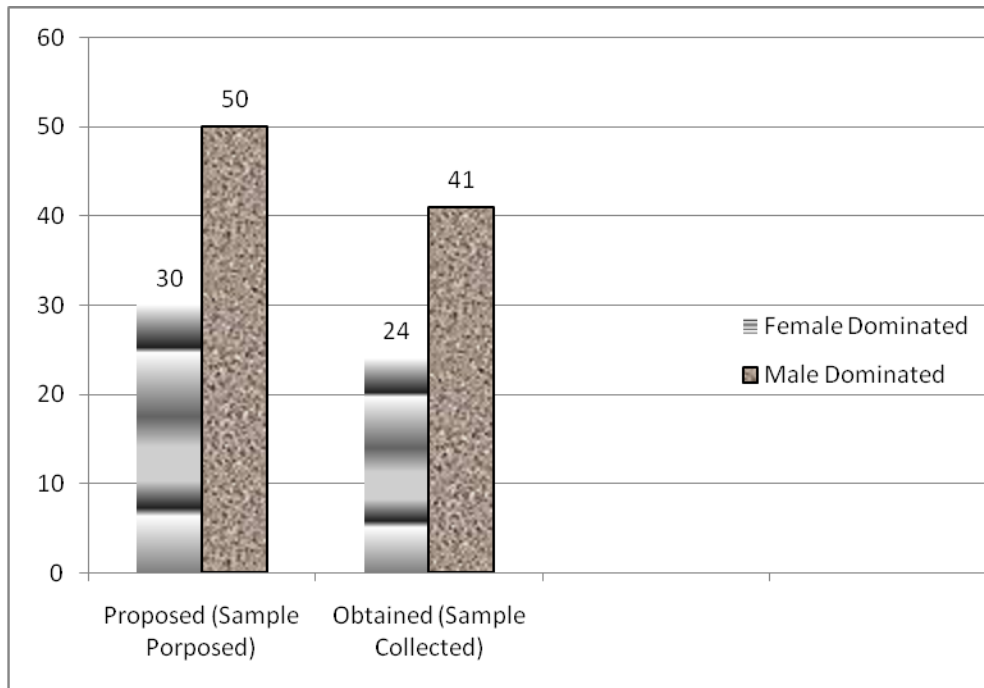
CHAPTER FOUR: RESULT AND DUSCUSSION

In this chapter, the results of quantitative and qualitative analyses that were conducted to address specific objectives of the thesis are discussed. The first section of this chapter provides the distributed and actually collected quantitative data from both female and male dominated organizations. The second section discussed the personal characteristics of respondents, and the challenges and opportunities of women managers in female and male dominated organizations are discussed in this chapter.

4.1 Sample Distribution

The frequency of both the distributed and collected sample is shown in the following figure.

Figure 1



Source: Survey

The figure above shows that data were collected from 24 and 41 senior managers of female and male dominated organization even though the proposed and distributed questionnaire was for 30 and 50 respondents respectively. Due to the reason that some of the respondents did not return the questionnaire even if they were requested repeatedly.

Interview was also conducted for the public and private organization’s managers, deputies, department heads and administrators. There were 65 managers in both organizations, out of them 20 heads were interviewed; 10 respondents from female and 10 respondents from male dominated organizations.

Table 4 Background of the respondents

Gender	Percent
Male	63
Female	37
Age	
Less than 30	16.9
30-39	36.9
40-49	23.1
50-58	15.4
More than 58	7.7
Marital Status	
Single	40
Married	60
Educational level	
Diploma	9
Bachelor Degree	69
Masters and above	22
Work Experience	
Less than 5 years	18.5
5-10 years	27.7
10-20 years	27.6
More than 20years	26.2
Organizations	
Public	47.7
Private	52.3

Source: Survey

The above table shows that male respondents were 62% while female are 38% of which the majority is aged in between 30 to 50% of the respondents are married and their education level is 9% diploma holders, 69% BA degree holder and 22% are those who are completed in post graduate level (master and above).

Regarding their work experience 27% of the respondents have from 5 to 20 years of work experience while 26% of the respondents have more than 20 years of work experience. 52% of respondents were from private organizations while 48% were from public organizations.

4.3. The opportunities of Women Managers

The opportunities of women managers in regarding of mentorship program, policy or strategy that has been formulated to support women managers are described below by using percentage analysis. The details of the analysis are given in the following sub heads.

Table5 Managers those who have/had a Mentor

Variable	Organizations			
	Male Dominated		Female Dominated	
	Frequency	Percentage	Frequency	Percentage
Yes	18	43.90	9	37.5
No	22	53.66	14	58.33
I don't know	1	2.4	1	4.17
	41	100	24	100

Source: Survey

Table 5 shows that 44% of managers in male dominated organizations had/have mentors at their current managerial position while 54% and the managers didn't have mentor and 2% of the respondents said that they don't know. On the other hand 37% of managers in female dominated organization said that they have/had mentor in their current managerial position whereas 58% of managers said that they didn't have mentor and 4% of the respondents said that they don't know about it. Hence the table shows that in both organization managers don't have mentor at their current managerial position.

Table 6 Organizations policy or Strategy to help women managers

Variable	Organizations			
	Male Dominated		Female Dominated	
	Frequency	Percentage	Frequency	Percentage
Yes	9	21.95	4	16.67
No	27	65.85	13	54.17
I don't know	5	12.20	7	29.17
Total	41	100	24	100

Source: Survey

Table 6 shows that 22% of managers confirmed that their organization has policy and strategy that could help women managers, however 66% of managers confirmed that their organization has no policy and strategy, 12% of them didn't know about the policy and strategy. 17% of managers in female dominated organizations said that their organization has policy and strategy for women managers while 54% of them said that their organization doesn't have any policy or strategy that could help women managers and 29% of the respondents didn't know about whether there is a policy or strategy in their organization or not. Therefore the table shows in both organizations there is no policy or strategy that could help women managers but still the policy and strategy about women managers in male dominated organization is more oblivious in compared to women dominated organizations. The comparative organizational policy and strategy that could help women managers in both organizations is discussed in Table 11.

Table 7 Corporate Mentorship Program

Variable	Organizations			
	Male Dominated		Female Dominated	
	Frequency	Percentage	Frequency	Percentage
Yes	8	19.51	5	20.83
No	23	56.10	11	45.83
I don't know	10	24.39	8	33.33
Total	41	100	24	100

Source: Survey

Table 7 shows that 20% of managers confirmed that there is mentorship program in their organization while 56% of the respondents said that the program does not exist in their organization and 24% of the respondents didn't know about the program in their organization.

On the other side 21% of managers in female dominated organizations said that there is a mentorship program in their organization while 46% and 33% of the respondents said there is no mentorship program and they didn't know about mentorship program in their organizations. Hence, the unavailability of mentorship program in male dominated organization is still highly visible than female dominated organizations

Table 8 Challenges of Women Managers

Variable	Organizations			
	Male Dominated		Female Dominated	
	Frequency	Percentage	Frequency	Percentage
Strongly Agree	15	36.58	8	33.33
Agree	14	34.15	8	33.33
Disagree	8	19.51	3	12.5
Strongly Disagree	4	9.75	5	20.83
Total	41	100	24	100

Source: Survey

Table 8 shows that 63% of managers believed that there are challenges of women managers in their organization while 79% of the respondents from female dominated organization said that there are challenges in their organization. Whereas 38% and 17% of respondents from male and female dominated organization said that there is no significant challenge in their organization for women managers. Hence, managers in both male and female organizations confirmed that there are challenges on women managers in their work place.

However the challenges revealed in female dominated organization are more than the challenges practiced in male dominated organizations. The challenge of women managers in both organizations is discussed in Table 13.

Table 9 Leadership Style

Organizations

Variable	Male Dominated		Female Dominated	
	Frequency	Percentage	Frequency	Percentage
Strongly Agree	17	41.46	12	50
Agree	15	36.58	9	37.50
Disagree	6	14.63	2	8.33
Strongly Disagree	3	7.31	1	4.17
41	100	24	100	

Source: Survey

Table 9 shows respondents in both colleges believed that the leadership style of women managers in both organizations was people oriented and transformative such that 78% of male and 88% female dominated organizations respondents agreed that the leadership style of women managers was more people oriented and transformative. However only 22% of men dominated organization respondents and 13% female dominated organization respondents did not agree with the leadership style of women in their organization.

Hence, women managers in both male and female organizations practiced more people oriented leadership style which is needed by their organizations.

Table 10 Decision Making Capability

Variable	Organizations			
	Male Dominated		Female Dominated	
	Frequency	Percentage	Frequency	Percentage
Strongly Agree	13	31.71	10	41.67
Agree	15	36.60	11	45.83
Undecided	0	0	1	4.16
Disagree	11	26.82	1	4.16
Strongly Disagree	2	4.87	1	4.16
41	100	24	100	

Source: Survey

Table 10 shows that 68% and 88% of respondents in male dominated and female organizations agreed that women in their organization are good in decision making capabilities. Though, 32% of respondents from male dominated organizations did not agree that women managers are capable decision makers in their work place.

Therefore, the decision making capabilities of women managers were acknowledge positively in female dominated organization and male dominated organization.

4.4. Policy or Strategy formulated to help women managers in male and female organizations

Table 11 Policy or strategy

Variable	Organization	N	M	SD	SED
Yes/	Male Dominated	41	1.90	0.58	0.16
No	Female Dominated	24	2.13	0.68	

N = Number of Sample, M = Mean, SD = Standard, SED=Standard Error Difference

Source: Survey

Results given in Table 11, having or not policy and strategy in male and female dominated organization scores are 1.90 and 2.13 having a standard deviation of 0.58 and 0.68 respectively. Thus, in male dominated organizations unavailability of organizational policy and strategy that could help women managers was not significantly different from those at female dominated organizations.

The result of table 3 also shows that unavailability organizational policy and strategy of the two kind's organization is almost the same. There was no significant difference in unavailability of organizational policies and strategies that could enable women managers in two kinds of organizations. Hence, from the table6 and table 11, it could be concluded that both male and female organizations don't have policies and strategies that enhance women managers in their work place.

The managers in both organizations were interviewed about the policies and strategies of their organizations that specifically formulated for women managers. In some public organizations,

interviewee confirmed that though the initiative was not taken by their organization but due to the national policy on developing women in general they launched secretariat of gender related issues, however this specific office usually works in conflict resolution activities rather than women development. Even in some female dominated organizations they already started the initiative for succession plan but still they don't have it in policy and strategy level.

4.5. Managers those who have mentors in Male and Female dominated Organizations

Table 12 Mentorship

Variable	Organization	N	M	SD	SED
Yes/	Male Dominated	41	1.58	0.54	0.14
No	Female Dominated	24	1.67	0.56	

N = Number of Sample, M = Mean, SD = Standard, SED=Standard Error Difference

Source: Survey

Results given in Table 12, having or not male or female mentors for women managers in male and female dominated organization scores are 1.58 and 1.67 having a standard deviation of 0.54 and 0.56 respectively. From the results, it is clear that women managers in female dominated organizations were manifesting significantly don't have mentors for women managers than male dominated organizations. Table 7 also reveals that the women managers in female dominated organizations don't have mentor in their organization than male dominated.

The interview schedule was also conducted for both male and female dominated organizations. Five managers from male dominated public and three managers from private; namely General Managers, organizational development heads, Human resources managers and planning and programming heads were interviewed.

The General Managers of public organizations stated they used to use on job training that could help women managers as mentor than assigning mentor as a program. On the other hand five heads from private, female dominated organization were interviewed unlike the public organization they were almost new for having mentor at the work place. They manifested that

most of women managers joined the organization after having a wide range of work experience. Due to this they didn't give much attention to assign mentors for women managers at their work place.

4.6 Challenges of Women Managers in Male and Female dominated Organizations

Table 13

Variable	Organization	N	M	SD	SED
Agree/	Male Dominated	41	54.12	12.72	3.28
Disagree	Female Dominated	24	49.07	12.83	

N = Number of Sample, M = Mean, SD = Standard, SED=Standard Error Difference

Source: Survey

The result given in table 13 is the mean challenges of women managers score of the male dominated organization was 54.12 (SD=12.72) whereas the mean challenges of score of female dominated counterparts was 49.07 (SD=12.83). Hence, the challenges existence of women managers in both male and female dominated is more or less the same.

From the mean value, it can be interpreted that women managers in male dominated organizations face more challenges than their counterpart in female dominated organizations.

Therefore, it can be concluded from table 8 and table 13 that the women managers in male dominated organizations face more challenges but those of female dominated were relatively better in regards to challenges.

Table 8 reveal that challenges on women managers in male dominated organizations were having a higher percent on challenges while in comparison of male counterparts 'in female dominated workplace are relatively having a lesser percent. As research shows women do not support each other as they reach the higher hierarchies of management. The stereotypical perception is that women at the top are determined not to see other women advancing (Wrigley, 2002).

Interview was also conducted for both male and female dominated organizations. The women managers of Enat Bank and Almaz Zeleke Coffee Exporters expressed that the perception of the community and even their employees is still uncertain about their capability though they are working in female dominated organizations.

Women managers in male dominated organizations have also been interviewed. They expressed that in addition to the community and their subordinates even their men colleagues at the work place in the same position; think that they lack self-confidence and have a tendency not to accept their ideas and suggestions. The other challenge that women managers, especially in public male dominated organizations, is the question of freedom of being equally competing and on assigning in very challenging and knowledge based tasks with those who are affiliated with politics. Regardless of their knowledge and experience there is a tendency to assign inappropriate person on some specific tasks and managerial positions. Based on the interview with women managers in public men or female dominated organization, the organizations that they are working on have got different trainings called women empowerment. However these meetings had no relation with the intended agenda rather than pure politics. In general in both organizations women managers face more or less have the same challenges from their coworkers, community and even family members’.

4.7 Leadership style of women managers in Male and Female dominated Organizations

Table 14

Variable	Organization	N	M	SD	SED
Agree/	Male Dominated	41	26.68	3.9	.09
Disagree	Female Dominated	24	27.58	2.7	

N = Number of Sample, M = Mean, SD = Standard, SED=Standard Error Difference

Source: Survey

The results given in the table above shows that there is statistically insignificant difference in the leadership styles of women managers of men and women dominated organizations.

The mean leadership score of women managers of male dominated and female dominated organizations were 26.68 and 27.58 and the standard deviations were 3.9 and 2.7 respectively.

Hence, from table 9 and table 14 it could be concluded that, women in senior positions of male and female dominated organizations practiced more or less the same type of leadership style, the people oriented and democratic leadership style as they are a team player and easily cooperate with the team.

Interview was also conducted from six heads of male dominated organizations and nine department heads from female dominated organizations. Namely: Directors, Human resource managers, Organizational development, and different department heads. However most of the heads from male dominated as well as from female dominated replied that they followed more participatory leadership style. They think that each individual under them well knows what is expected of them. Research evidence also shows that the socialization process resulted in women to have more participative leadership rather than controlling and aggressive leadership styles (Pounder & Coleman, 2002).

In addition, in both organizations, women managers are known for giving incentives to their workers under them to work hard. They are very careful in securing their employees financial needs. They said that every work after the working hours should be paid and this helps the employees to be motivated to work. They said that they have regular meetings and briefings with their subordinates.

4.8 Decision making capabilities of women managers in Male and Female dominated Organizations

Table 15

Variable	Organization	N	M	SD	SED
Agree/	Male Dominated	41	21.29	3.08	.90
Disagree	Female Dominated	24	20.80	3.31	

N = Number of Sample, M = Mean, SD = Standard, SED=Standard Error Difference

Source: Survey

Results given in Table 15 shows, decision capabilities of women managers' scores of male dominated are 21.29 and 20.80, having a standard deviation 3.08 and 3.31 respectively in male and female dominated organizations.

Thus, a decision making capability of women managers in male dominated organizations was not significantly different from female dominated organizations.

Hence, from these two tables i.e. table 10 and table 15, it could be concluded that the decision making capabilities of women managers in both organizations are good.

Based on the interview for managers and heads of female dominated organizations, most of the managers agreed that women managers tend to pass fairer decisions as compared to their men counterparts. They said that women process information which contributes to their ability to make sound decisions.

On the other hand some managers in male dominated organizations confirm that they believed in the capability of women managers but sometimes they said they will change their decision when influenced by the opinion of their male coworkers.

Due to this they confess that they lack confidence in bringing sound justifications, evidences and convincing logic to authenticate their decision. But still they said that decisions were made in discussion and also they communicate with their subordinates both formally and informally.

CHAPTER FIVE: CONCLUSION AND RECOMMENDATION

5.1 Conclusion

Conclusions were drawn on the basis of findings of the data analysis. The opportunities and challenges, leadership styles and the decision making capabilities of women managers in male and female dominated organizations in Addis Ababa had been identified and compared.

The conclusions are:

In both organizations, women managers have wider range of work experience in different levels and they have a better training and education.

The policies and strategies that are considered as opportunities to enhance women managers to exercise their managerial capabilities were found insufficient in both male and female organizations.

In both male and female dominated organizations women managers did not have either male or female mentors that can develop women managers. As mentorship program would help career mobility and advancement of women managers, organizations did not give attention and seemed surprised of its mere existence.

Regarding the challenges of women in both male and female dominated organizations, they face almost the same problems. Women managers' respondents said that as the culture is male oriented, the perception of the community and their coworkers is still unchanged and they do not believe in women ability at the managerial level. Some women managers have unsupportive spouses and the whole paternal responsibilities are laid on them. If these challenges not resisted, women will not be able to exercise their authority at the work place. Organizations tend to assign men in challenging tasks rather than women.

The leadership styles of women managers in both male and female dominated organization is more or less the same. In both organizations women tends to practice democratic, participative and transformative way of leadership styles which is the most important style of leadership that can help organization in many ways to achieve their objectives.

As regards to decision making, women in male and female dominated organization have almost the same capabilities. Sound decisions making needs core values like fairness, responsibility and trustworthiness, women in both organizations were recognized in this attributes. These capabilities also can be related to their leadership style. However, as decision making depends on individual personality, some women are exposed to be volatile and inconsistent in make a sound decision.

5.2. Recommendations

Keeping in view the findings and conclusions of this research, the following recommendations should forwarded:

- There must be conscious, legislative supported measures to get women at managerial posts. Companies, especially, public companies and government institutions should be forced to assign at least certain percentage of women at their top jobs. Private organizations should also be encouraged to incorporate in their strategic plans to include women managers in human resources departments. Freedom is a prerequisite for personal development. The government should use women associations and organizations, including the Ministry of Women Affairs, as a tool for woman empowerment.

- Women face different challenges in different life settings. However, challenges of women in managerial positions are comprehensive. Families, the community and women themselves should start to give attention to women. As they play a key role in organizations' as well as country's development.

- Nowadays, corruption is a critical issue in different countries that hampers development. However women managers' have less exposure in to it as their leadership style is more participatory and transformative. Therefore organization in both female and male dominated organizations should benefit from this and increase the number women in managerial positions.
- Taking a sound decision is a major issue in organization performance. Women managers are good in this area whether they are in male or female dominated organizations. Therefore organizations should take women managers' decision as a major element for the effectiveness of their organization's performance.

5.3. Limitation of the study

Finally, this study was limited to investigate into two kinds of organizations only. It would be more appropriate if more organizations had been included in the study. Hence further research is needed in this field to obtain coherent findings.

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APPENDIX – 1

Survey Questionnaire

General Direction

The main purpose of this questionnaire is to study the challenges and opportunities of women managers in both public and private organization and to make a comparative study in women against men dominated organization.

The information obtained will help to identify the challenges and opportunities practiced in organizations. To obtain reliable and valid information for the research, your open and genuine response is highly appreciated. **Do not write your name in the questionnaire.**

The questionnaire has two parts: section -A is about your personal and related information, section -B is about overall opportunities and challenges. Each part has its own instruction. Please read each item carefully and give your honest response to each item. If you overlook any item without giving response, it will invalidate the study. So, please check that you have given your response to all items.

Thank you for your time and cooperation.

SECTION A

The responses to the following questions are meant only for analysis purposes. Please provide your responses by marking a tick (✓) in the relevant boxes.

1. How old are you?

Less than 30 30 – 39 40 - 49 50 - 58 More than 58

2. What is your gender? Male Female

3. What is your marital status? Married single

4. What is the highest level of education that you have completed?

Less than Grade 12 grade 12 complete certificate Diploma Bachelor

Masters

5. What is your designation/position now? Please identify: _____

6. What sector of economy do you work now?

Health care Education Agriculture Government Trade other

..... (Please specify)

7. How many years have you worked?

Less than 5 years 5 to 10 years 10 to 20 years More than 20 years

8. From which institution are you? Public private

		100 and less	101-500	501-1000	1001-5000	5001-10000	More than 10000
9	Please indicate which of the following best describes your organization's size.						
		None	0-2	2-4	5-8	1 year	More than 1 year
10	During your time (in Months) AT YOUR CURRENT POSITION, how much time have you taken off work for child bearing, child rising, parental care, or similar family responsibilities?						
				Yes	No	Don't know	
11	Do you have (or have had) a MALE or FEMALE mentor in a senior position AT THE PLACE YOU CURRENTLY WORK?						
12	Is your organization has any policy or strategy that could support women managers?						
13	Is there a corporate mentorship program in place AT YOUR ORGANIZATION?						
			None	little	Somewhat	Remarkably	Very much
14	If your company has a mentorship program, to what degree do you feel women benefit from it?						

SECTION B

There are some statements about leadership and each statement has two alternatives. Read each item carefully and put this mark “√” under the alternative that best express your feeling about the statement.

Sr. No	Item	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
1	I have complete freedom in my work place					
2	I am easily approachable to the staffs					
3	I am cooperative and team player					
4	Do you agree that the leadership style you have is good for the best performance of your job?					
5	Do you agree that women have their own leadership style that is needed by organizations?					
6	I always retain the final decision making authority within my department or team.					
7	I always try to include one or more employees in determining what to do and how to do it. However, I maintain the final decision making authority.					
8	I and my employees always vote whenever a major decision has to be made.					
9	I do not consider suggestions made by my employees as I do not have the time for them.					
10	I ask for employee ideas and input on upcoming plans and projects.					
11	For a major decision to pass in my department, it must have the approval of each individual or the majority.					
12	When things go wrong and I need to create a strategy to keep a project or process running on schedule, I call a meeting to get my employee's advice.					
13	I want to create an environment where the employees take ownership of the project. I allow them to participate in the decision making process.					
14	My workers know more about their jobs than me, so I allow					

	them to carry out the decisions to do their job.					
15	Employees must be directed or threatened with punishment in order to get them to achieve the organizational objectives.					
16	I like the power that my leadership position holds over subordinates.					
17	In my organization, women are primarily encouraged to apply for support roles (such as staff positions, administrative services...etc.) rather than for operational, technical and managerial positions.					
18	In my organization competitiveness/assertiveness in women is viewed as a negative trait					
19	There pay inequality exists between 19 males and females managers with the same credential in your work place					
20	Greater breadth/variety of work experiences					
21	Advanced education					
22	Having the “right” connections					
23	Being a younger woman (rather than an older woman)					
24	Being a single woman (rather than married)					
25	Spending time (e.g., socializing) in the workplace with superiors and influential individuals					
26	Retaining femininity but performing against stereotypes					
27	Having a senior-level MALE or FEMALE mentor (or sponsor) in the organization					
28	Being politically savvy and skillful in building alliance					
29	Willingness to put your family (or family plans) on the back burner and devoting all your attention to your career					
30	Corporate structures and practices that favor male employees					
31	Women’s lack of sufficient self-confidence and timidity					
32	Perceptions that women should not be in a position of authority over men					

33	Lack of sufficient number of women role models in highest levels of corporate Ethiopia					
34	Women's lack of enthusiasm in taking on high-stake and challenging assignments					
35	Having a non-supportive spouse					
36	Inadequacy of company programs that make it easier for women to balance their work and home responsibilities					
37	Male domination of senior positions					
38	Women not being willing to make the sacrifices needed to remain in senior positions					
39	Inhospitable and discouraging corporate cultures that impede women's career progress					
40	Perceptions that women may eventually leave the workplace to raise a family					
41	Management's tendency NOT to assign women to challenging/high visibility projects.					
42	Perceptions that men make better managers than women					
43	Male managers' tendency to be intimidated/threatened by women superiors					

APPENDIX – 2

Interview questions for the participants

Interview Protocol

Date..... Time

Organization

Position

1. How do you see the unique leadership quality that women senior manager in your organization? What significant changes brought after women managers hold positions in your organization?
2. In decision making capabilities do you think women make a sound decision that makes the company benefited. (If the company is private how the owners or shareholders accept any decision that women senior managers made?)
3. Do employees in your organization are willing to obey or perform their duties when their women managers pass instructions or they are willing to obey to their men managers?
4. How the family pressure, commitment and spouse interest will affect your performance in your senior position? (for women managers)
5. Regardless of employees in the organization and your family how the community accept women as a senior managers; since they are exposed to spent most of their time out side home? Does it encouraging or otherwise?
6. How universities, colleges and organizations ready to develop women as senior managers? (in order to hire, secession development, training, and others)
7. Do you have mentor in the organization that helps you for your current positions?
8. What do you think the opportunities that are given by the Ethiopian government in general and in your organization specifically? Do you think they are enough or still need improvement?