

Women in Management: “Women Their Own Enemies?”

A Study of Formal Sector Organizations in Ghana

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Abstract

The objective of this study is to investigate the common slogan that, “Women are their own enemies”, and unravel the factors contributing to this perception within the context of formal sector employment as it relates to women’s ambition in climbing the corporate ladder to the top. 200 structured questionnaires were administered to employees in 20 well established formal sector organizations, all of which have been in existence for at least two decades. Respondents include male and female employees of both management and subordinate status. Findings negate the assumption that women are not interested in top management positions and so are not projecting themselves and applying for the positions. It, however, revealed that female managers often sabotage other female management aspirants through severe criticism and failure to project them as good management candidates. Findings in this regard cannot, therefore, rule out the perception that women are their own enemies and for that matter contributing towards their paucity in top management positions.

Keywords: *Women managers, Enemies, Tokenism, Ambition, Glass Ceiling*

1. Introduction

The dearth of women in management and decision making levels in various economies is not only frustrating to the individual woman but equally has social, economic and political repercussions for both the organizations and the economies at large, (Wrigley, 2002; Singh and Vinnicombe, 2006; Amble, 2005; Harel, Tzafirir and Baruch, 2003 and Kottis, 1996). As a result this phenomenon has become a topical issue.

For decades various activities and strategies have been put in place by governments, public and private agencies, schools and institutions to help eliminate or at least mitigate the gender and minority discrimination and biases, the negative stereotypes, “masculinization” of organizational cultures and in one word the glass-ceiling (1979 UN Convention, The 1992 Constitution of Ghana; ILO Conventions, Gupta, Koshal and Koshal 1998). The glass-ceiling refers to an artificial barrier based on attitudinal or organizational biases that prevent qualified individuals from advancing upward in their organization into management-level positions, (Wrigley, 2002).

On the Ghanaian front, the 1992 constitution, Article 17 sub section (1) provides that “All persons shall be equal before the law”. Article 24 sub section (1) equally provides that “Every person has the right to work under satisfactory, safe and healthy conditions, and shall receive equal pay for equal work and without distinction of any kind. Article 27 is specifically devoted to the rights of women and provides under sub section (1) that “Special care shall be accorded to mothers during a reasonable period before and after child-birth; during those periods, working mothers shall be accorded paid leave. While sub section (2) provides that “Facilities shall be provided for the care of children below school-going age to enable women, who have the traditional care for children, realize their full potential. In addition sub section (3) grants that “Women shall be guaranteed equal rights to training and promotion without any impediments from any person. The Labour Act 651 of 2003 part vi, sections 55 to 57 is devoted to the employment of women.

Additionally, women bias groups (feminist groups, both governmental and non-governmental) are springing up every now and then to empower women as well as find solutions to the discrimination and marginalization of women in

various spheres of human endeavour. Friedrich-Ebert Foundation for example institutes schemes intended for improving the situation of women and strengthening their position in the development process of their respective countries. Among others are the International Federation of Women Lawyers (FIDA) to which FIDA Ghana is affiliated, The National Council on Women and Development (NCWD). To crown it all, a whole Ministry of Women and Children's Affairs, is established to be responsible for women and children's issues in the country.

All these attempts being made to correct the situation both internationally and nationally have not yet made any significant change in the plight of women so far as their representation in top managerial positions in the formal sector is concerned, women still remain tokens in top management positions the world over, (Smith, Smith and Verner, 2005, ILO, 2004; Benneh, 2001; Wirth, 2002; Cassell, 1997). Legislations have their limitations, (Ofei-Aboagye, 1996, Still, 1994 and Kottis, 1996). The ardent desire of various governments of this country to get at least, forty per cent of women at ministerial positions as well as in decision making levels in the various sectors has not yet materialized. Akpalu, (2001), postulates that the activities of Advocates for Gender Equity (AGE) would lead to an increase in the number of women in Ghanaian parliament and in the other structures. The question is whether the picture today is better than what it was in 2001.

Ghana today has a female speaker of parliament but out of 230 members of parliament only 18 of them are women, which is less than ten per cent (10%) of the total membership. This number signifies a drop in the number of female parliamentarians from 25 members in the 2004 presidential and parliamentary elections in the country to 18 during the 2008 elections in Ghana, (2010, Women, Media and Change). To worsen the situation further, majority of cabinet members by constitutional provision are to be appointed from among members of parliament (Ghana's 2010 Presidential Diary). At least the requisite qualification for members of parliament does not include tertiary level education nor does it require a special academic qualification, though it does not exclude these (Ghana's 1992 Constitution).

A "respectful wife", for that matter a woman who wants to remain in her marriage and enjoy peace, needs to seek the consent of her husband to enter the corporate world and participate in active politics, (Akpalu 2001 and Kottis 1996). "While a husband's consent was a determining factor in a woman's participation in politics, a wife's approval was not important for a man", (Akpalu, 2001). Perhaps it may be helpful to quote a few responses from Kottis, (1996) study:

Those women who manage to move to higher managerial position are twice as good as the men with whom they had to compete ...usually Greek men do not feel comfortable when they are not the main providers of their family's material welfare. For this reason, very often, they exercise pressure on their wives not to commit themselves too much to their jobs ... Society in Greece rewards women with characteristics which are considered feminine and not characteristics which are necessary for a successful career". Pp34

For me to reach the higher levels of the managerial hierarchy I had to move many times geographically and my wife had to abandon her own career to follow me. A woman manager would not have been able to do the same, because she would have to follow her husband. Pp34

Women are struggling to make the best out of the frustrated situation in which they find themselves, but clearly, society does not appear to be helping women to get to the top. Harley, (2001) posits that:

Most success stories of female advancement in the Public Service and other sectors have been a result of personal ambitions and struggles of a few women rather than as the result of a conscious effort to provide support and create an enabling atmosphere for enhancement of competencies, (Harley, 2001pp. 20).

Studies reveal that women are denied promotion mainly because of the commonly held view that men, not women, should be managers. Socio-cultural factors often seem to be accountable for this poor showing, (Gender Equity and Rural Employment Division of FAO, 2012; Schein 2007; Blum, Field and Goodman, 1994 and Booysen and Nkomo, 2010), yet the general pronouncement each time gender issues are raised in any gathering in this country be it social,

business, political, educational, religious et cetera is that “women are their own enemies”, meaning women are responsible for their woes.

The relevance of this study is the pervasiveness of the perception that women are responsible for their low participation rate in top management positions which is generally put in the words, ‘Women are their own enemies’. Like many other women, and feminists, Tsikata, a lecturer at the Institute of Statistical Social and Economic Research at the University of Ghana, in a speech, dismissed this perception with a pinch of salt, describing it as an, “escape route for men who do not want to address the issue of gender inequality”, (PeaceWomen, October 2003). It is probably not enough to brush the issue aside without any empirical study to examine the true position of the problem. Kottis (1996) advised there is the need for women to carefully examine themselves. Attention, therefore, need to be directed to the women to determine their interest and attitude towards gaining senior level management position in the corporate world.

The possibility of studies ignoring very essential factors and regarding them as trivial, or unconsciously omitting them while these factors might constitute very potent contributory factors, limiting women to appendage positions and portraying them as lacking managerial qualities do exist. Studies have so long concentrated on external factors such as cultural biases, manifested in stereotypes and discrimination both overt and covert against women usually summed up as the glass-ceiling, (Wrigley, 2002) excluding the probable intra-female barriers, (O’Sullivan and Sheridan 1999). Hence, strategies recommended in averting the near absence of women in top management positions and decision making levels in the formal sector are mainly geared towards removing such discriminatory practices and corporate norms mainly through legal interventions and organizational policies. These include the promotion of equal employment policies, promotion of family–friendly policies such as flexible and part-time work, job sharing, and the provision of childcare centres and nursery schools, and affirmative action devices, (International Labour Office, 2004; Wirth 2002; and ISSER/DPPC, 1998). These recommendations are really laudable and when implemented effectively would bring about some change, but these ironically, constitute some of the reasons, employers consider women a “problem” as evident in this statement:

If we employ women managers, then we will have to have child-care; we will have to deal with the physical-biological side’ of pregnancy, children, PMT and menopause; and we will have to deal with the uncontrollable and unpredictable ‘female side’ – for example, tears, passion and emotion, (Still 1994 p.5).

Concentrating on the glass-ceiling is seen as constituting a formidable barrier to identifying and fighting probable latent factors limiting women’s progress to top management positions, (O’Sullivan and Sheridan 1999; Kottis 1996 and Still 1994). Ramsay cited in O’Sullivan and Sheridan, (1999, p.16), argued:

By directing attention away from women’s lived realities, such abstract metaphors as the ‘glass-ceiling’ work against the possibility of identifying, understanding, challenging and changing what it is keeping women on the outside and undermining their effectiveness at senior levels of organizations.

Acknowledging that top management positions would not be handed over to women on a silver platter, Still (1994, p.7) opines:

Women also need to make up their minds as to whether they want to “share” power or get the male managerial culture to “yield” power. No ruling enclave will share power: ... They will also not take readily to the yielding of power. Yet women will only be able to achieve their rightful heritage if they fight for power.

While agreeing with the various studies that women are discriminated against when it comes to filling top management positions, (Wrigley, 2002; Benneh, 2001; Kottis 1996; Ofei-Aboagye, 1998; ISSER/DPPC Report 1998; Singh and Vinnicombe 2006; Yarquah, 2007, Wirth 2002; Schein 2007; Harel, Tzafirir, and Baruch 2003), it is equally important to study the attitude of women towards management positions, the managerial work and towards each other in the workplace to determine whether women are consciously or unconsciously perpetuating the glass ceiling syndrome. Evidently, efforts being made to ensure that talented and qualified females progress to management

positions, especially top management positions are not making the desired impact, (Wirth, 2002 and Wrigley 2002). The likelihood that women may not want to be in top management positions cannot be ruled out, (O'Connor, 2001 and Miller, 2009), and may, therefore, not be fighting hard enough, (Dudley 2009).

The following assumptions are therefore made for investigation.

- H₁: Women are not interested in top management positions
- H₂: Females are not as competent as their male counterparts
- H₃: Female managers restrict entry of other females to top management positions
- H₄: Qualified female management cannot be found in the job market

2. LITERATURE REVIEW

2.1 *Women Ambition to Get to Top Management Positions*

It is possible that women might after all not be interested in top management positions, O'Connor (2001), Career tree paradigm, and so may not be ambitious enough to make themselves visible or engage aggressively in lobbying for such positions. The critical role theory is a form of social criticism that holds that institutionalized oppression of groups of people in a society – cultural, ethnic, racial, and gender groups – is often supported by the oppressed people themselves, who believe the system to actually be in their own best interest. This theory appears consistent with the Festinger, (1957) theory of cognitive dissonance, whereby females could turn to justify the existence of the glass-ceiling or minimized its perceived impact on their career. The perception is that women are perpetuating the gender roles. They have accepted the status quo and are not fighting it. In support of this position, Horner, (1972) opines that women entertain the fear of success, believing that success will bring a loss of culturally defined femininity.

Males often find it too easy to attribute the tokenism of women in top management to lack of ambition and love or commitment to the homemaker role but the women attribute their premature exit and the perceived lack of interest to frustration created by the glass-ceiling, (Nesbit and Seeger, 2007; Kottis, 1996; Wrigley, 2002 and Aycan, 2004). Revealing, is the fact that many women managers do not allow their homemaker role to stand in their way in getting to top managerial positions, (Aycan, 2004; Nesbit and Seeger 2007 and). Supporting this position are the views expressed by these female respondents as reported in Aycan, (2004, p.467):

“I may think of getting a divorce, but I would never think of quitting my job. Because a husband can never replace the sense of security your profession provides and your career is your chief security”.

Another respondent claim: “There would always be a balance between the two”.

These views contrast sharply with those of males as presented in Kottis, (1996, p.34).

Women have fewer ambitions with regard to their career. They occupy themselves with matters related to family and motherhood and have less natural ability compared to men for making quick decision and taking risks.

Even when women are equally qualified with men, their family responsibilities make them unwilling to undertake the sacrifices that are needed for a managerial career.

“Motherhood is the most important job for women. For this reason women spend their strength and energy primarily for their children and secondarily for their work. Therefore, they cannot be promoted to higher positions”. (Kottis, 1996, p.33)

Aycan, (2004), thinks women feed this preconception of men by being excessively thankful to the spouse for helping with household chores and advised that women see responsibilities that come with marriage as common and shared between husband and wife.

2.2 Socialization Practices Implication for Women

Socialization practices inculcate naivety, timidity in the girl child, (Ofei-Aboagye 1996; Harlley, 2001 and Noe 1988) who later grows into a woman, for example, it is common to hear parents cautioning girls to lower their voices for they are girls. There is also this popular saying that, ‘A lady is not heard but seen.’ It is unfeminine and often taken as being uncultured for a woman to be vocal in a gathering where men are equally involved and even when they do women simply had to support their men but not to challenge them. Acknowledging this fact, Harlley, (2001) describes the Ghanaian environment as being negatively characterized by, “Relatively lower impact on women in public life due to restrictions imposed on women by our traditional socialization process including public speaking, assertiveness, confidence and apathy towards women’s concerns with maternity and other related domestic activities”. This goes a long way to reduce women to mere spectators where the male dominance is pronounced. Goodson cited in Dudley, (2009) in comparing professional women and men from thirty-four nations found women to be overall more hesitant to network and less comfortable drawing attention to their skills, abilities and contributions than their male counterparts and concluded that women are their own enemies as women are universally more hesitant to project themselves professionally regardless of country or culture. Regional differences in its severity are however acknowledged. (Dudley 2009 and Hofstede cited in Daft,1999).

2.3 The Queen Bee Syndrome

According to Rindfleish, (2000) research in the 1970’s revealed that many women who were successful in business denied the difficulties faced by women in management and so are reluctant to assist other women. In support of this view is the claims by many female executives that men had been instrumental in helping them perform well and in getting them recognition and blame other women for many of their problems, (Kinard, 1988). Women are aware of male chauvinism which serves as a barrier to their progress but claims female jealousy can be just as detrimental, describing women as being jealous, petty, and too critical, (Kinard 1988). Thus a number of women prefer their senior executives to be male, (Kinard 1988; Owusu-Adjah, 2008; Frank, 2001; Buchanan, Warning, and Tett 2012). A number of studies have shown that when women get to top management positions they disassociate themselves from female subordinates, Wrigley 2002, Rindfleish, 2000 and Mavin 2006). The sisterhood and solidarity theory which according to Mavin, (2006), assumes that women view other women as their natural allies regardless of hierarchical differences and that senior women view women who are in management mantle as their responsibility does not hold between senior female managers and their subordinates. Mavin, (2006) argues that the nature of senior management for women and the behaviour and actions required of them to gain entry and remain within the managerial ranks do little to sustain notions of sisterhood or solidarity behaviour between female managers and their subordinates. In support of this is Klenke in Kattara, (2005), who affirms this position noting that when a woman senior manager selects and promotes a woman to management position she is heavily scrutinized but a male senior manager can afford to legitimately and unequivocally surround himself with other men. Women appear to constitute a cultural dilemma in top management positions and may after all be experiencing role conflict. Still, (1994) says, “cultural dilemma” exists when something is not part of, or presents a threat to the established order, meaning, values etc. of an organization, society or nation. Women might probably be behaving in ways that might be at variance with what they know is right simply to be recognized as an ‘organizational fit’. This notwithstanding,

whether by women’s own nature or corporate culture the feeling that I have done it all by myself and if you need it do it by yourself is quite resilient among women senior managers, (Rindflesh, 2000 and Mavin 2006). Reportedly, there are women managers who are convinced that women cannot perform jobs that demand physical strength, endurance, and travel and so prefer appointing males for such jobs, (Aycan, 2004). Yet what they do in the informal sector is equally if not riskier and much more physically and emotionally stressful. Buchanan, Warning and Tett,

(2012) discover that senior women managers are more likely to support male subordinates than younger female subordinates.

3. Methodology

This exploratory study drew its sample from twenty well established selected formal sector organizations all of which have been in existence for over two decades. This include both private and public sector organizations. Convenience sampling was used in distributing 200 structured questionnaires to middle and lower level management staff and their subordinates, 100 to males and 100 to females. Retrieval rate stands at 51% and 55% respectively. Questions were measured on a five point Likert scale. Data was analyzed using the SPSS. Descriptive statistics and the significance tests were performed on the indicator variables.

4. Results

The researchers examined the general opinion of respondents on the perception that women are their own enemies. Out of the 93 who responded to this item 56 which represent 60% agreed with the assertion that women are contributing towards the low proportion of women in top management positions. Sixty per cent as against forty per cent that agree with the assertion registered a p-value of 0.00 calculated at 95% confidence level hence indicating a significant difference in those who agree and those that disagree with the assertion.

Table 1: Summary Statistics of All Indicator variables Measured

VARIABLES		% AGREE	% DIS-AGREE	P-VALUE
Female Top Managers Attitude Towards Females				
V1	Females are not keen about becoming top managers	21	79	0.00
V2	Females usually choose non-management career path	41	59	0.06
V3	Females are hesitant in applying for top management positions for lack of self-confident and insufficiency	52	48	0.92
V4	Lack of the requisite Academic Qualification	31	69	0.00
V5	Females think they must be fished out instead of lobbying and competing with the males	15	85	0.00
V6	Females committed home-maker role and shun all other responsibilities that conflict with it	26	74	0.00
Performance of Female Managers				
X1	Female-managed organizations not as effective and efficient as male-managed ones	18	82	0.00
X2	Female managers lack commitment to the job	8	92	0.00
X3	Female managers are not offering anything different from that of the males to justify their inclusion in the midst of abundant male manpower	26	74	0.00
X4	Female managers are simply incompetent	5	95	0.00
Female Top Managers Attitude Towards Female Subordinates				
M1	Female managers tend to follow the status quo by promoting males to management positions	60	40	0.03
M2	Female top managers are unprepared to mentor and encourage and support female management aspirants	62	38	0.00
M3	Female top managers sabotage female management aspirant through severe criticism and failure to project them as good management candidates	77	23	0.00

M4	Top female managers try to maintain visibility by restricting entry of other females to their fold	60	40	0.03
Job Market				
Q1	The abundance of qualified male man-power	78	22	0.00
Q2	Unavailability of qualified female man-power	55	45	0.14

Table 2: Distribution of Results by Gender

	Variables	Gender	Mean rank	P-value
<i>Female Attitude towards Top Managerial Positions</i>	V1	Male	64.7	0.00
		Female	43.1	
	V2	Male	61.3	0.00
		Female	46.3	
	V3	Male	66.7	0.00
		Female	41.3	
	V4	Male	52.2	0.65
		Female	54.7	
	V5	Male	64.9	0.00
		Female	42.9	
	V6	Male	53.7	0.95
		Female	53.3	
<i>Performance of Female Managers</i>	X1	Male	58.2	0.07
		Female	49.2	
	X2	Male	60.6	0.01
		Female	46.9	
	X3	Male	63.3	0.00
		Female	44.4	
	X4	Male	57.0	0.08
		Female	50.3	
<i>Female Managers Attitude towards Female Subordinates</i>	M1	Male	51.6	0.53
		Female	55.3	
	M2	Male	52.3	0.69
		Female	54.6	
	M3	Male	50.9	0.38
		Female	55.9	
	M4	Male	54.5	0.73
		Female	52.5	
<i>Job market</i>	Q1	Male	51.7	0.53
		Female	55.2	
	Q2	Male	54.0	0.86
		Female	53.0	

5. DISCUSSIONS

The assertion that women are their own enemies was investigated using the following indicators: Women are not interested in top management positions; females are not as competent as their male counterparts; female managers

restrict entry of other females to top management positions and qualified female management candidates cannot be found in the job market.

5.1 Females Contributing Towards Low Representation of Women in Top Management

We surveyed the opinion of respondents, first, on the assertion that women are contributing towards their poor representation in top management positions. This was weighed on a five point Likert scale of strongly agree to strongly disagree. Results show a strong acceptance of the view that women are indeed contributing towards their paucity in top management positions with a p-value of 0.00.

5.2 Females' Attitude Towards Top Management Positions

The above factor was a major consideration as O'Connor, (2001), opined that women prefer the career tree to the career ladder and are therefore interested in doing different things rather than climbing to the top. As could be seen in table 1, respondents disagreed with almost all the six indicator variables when absolute figures were considered. The disagreement was however higher in indicators: V1, V4, V5 and V6 where the p-values at 95% confidence levels stood at 0.00. Respondents are therefore saying that women are interested in top management positions, they are acquiring the relevant academic qualifications, are highly committed to the managerial role and do not think they must be fished out but equally lobby for positions. This refutes the argument by O'Connor, (2001), that women might after all not be interested in top management positions, and so may not be ambitious enough to make themselves visible or engage aggressively in lobbying for such positions. They are also not shunning other responsibilities that conflict with their home-maker role because of their commitment to the traditional home maker role. This reflects the argument that many women managers do not allow their homemaker role to stand in their way in getting to top managerial positions, (Aycan, 2004; Nesbit and Seeger 2007 and Adler, 1994). Regarding V3, a simple majority of the respondents agreed saying that women are hesitant in applying for top management positions for lack of self-confidence and feeling of self-insufficiency. A cross examination of this result by gender indicates that whilst women are saying this is not true, males are saying it is true. Sixty eight (68%) per cent of the female respondents disagreed with the assertion whilst seventy four (74%) of the male respondents agreed. This accounts for the split in decision as a result, though by absolute terms, it can be said that women are hesitant in applying for top management positions for lack of self- confidence and the feeling of self-insufficiency, the p-value does not support it. A similar situation was observed in the case of V2 except that in this case, the male-female positions were not that entrenched as observed in V3. All other indicator variables had same response for both sexes with females disagreeing more except for V4 where more males than females said that females do not lack the requisite academic qualifications for top management positions. This picture is consistent with Still,(1994) who claims that while females underestimate their potentials males exaggerates theirs when it comes to applying for promotion.

5.3 Performance of Female Managers

Another basic factor examined is the performance of female managers who in one way or the other happened to find themselves at the top. Respondents as could be seen in table 1 disagreed largely with all the indicators, thus revealing that performance of female managers is as good as that of the males, are committed to the managerial responsibility, they provide the needed diversity in performance required and are really competent. This was confirmed by the result of the significance test that was performed on all the four indicator variables measured. A p-value of 0.00 in all the four cases indicated clearly that there are significance differences in the mean rating of the responses. The disagreement was really pronounced in the case of variables X2 and X4 the assertions that female managers lack commitment to their managerial roles and that they are simply incompetent which record absolute values of 8% as against 92% and 5% as against 95% respectively. This was intimated by Sharpe (2000) who revealed that women in management position outperform men. The implication is that the performance or output of female managers is as good as that of their male counterparts. Further tests were performed to make sure the result is not gender bias. The results of the test, however, indicated that both males and females agreed that female managers are equally effective and efficient as their male

counterparts. It, thus, beats one's imagination why so few women are still in top management. Wrigley, (2002), discovered that hard work and competence are usually not enough to guarantee promotion of females within the context of male-dominated power structure present in most corporations, yet women tend to hang on to this ideal. Consistent with this finding is Goodson in Dudley, (2009), who thinks women need to add their voice to their competence to get promoted.

5.4 Female Managers Attitude Towards Female Subordinates

One unfortunate issue that often crops up when discussing mainstreaming women into decision making levels is the perception that women are their own enemies. The researcher found it worth investigating and examined the indicator variables under female managers' attitude towards *their* female subordinates.

The analysis showed female managers attitude toward their female management aspirants is generally poor and not encouraging. Most of the respondents agreed with the four indicator variables as true supported by p-values less than 0.05, indicating significant differences in opinion. This argument was made by Rindfleish, (2000), Wriggles, (2002) and Mavin, (2006), that women in senior management position do not support each other. Marvin (2006), postulated that the sisterhood and solidarity theory which assumes that women view each other as allies regardless of hierarchical differences does not hold between senior female managers and their subordinates. Gender influence on the responses was investigated and it was observed that there are no significant differences in responses given by male and female respondents on the subject, both sexes share the same opinion about female managers' attitude towards female subordinates.

5.5 Job Market

The analysis of the two variables under job market brought to the fore these revelations. As depicted in table 1 under job market respondents, generally, appear to be agreeing more to these indicators than disagree. Seventy eight (78%) per cent of the respondents agree with variable Q1, *the abundance of qualified male manpower*, as against fifty five (55%) that agree with variable Q2, *unavailability of qualified females for management positions thus recording p-values of 0.00 and 0.14 respectively*. Clearly the abundance of the male qualified manpower has a negative impact on the representation of women in top management positions. However, the failure of the test statistics to reject the null hypothesis in the case of variable Q2 is an indication of the fact that respondents do not think unavailability of women with the requisite managerial qualification in the job market is a contributory factor to the paucity of women in top management positions. That fewer women with the requisite managerial qualification are in job market as compared to the males is not debatable. This is supported by the Ghana 2000 Population and Housing census which revealed that the higher the level of education, the more the number of females dwindles. Out of 10851 graduate managers, only twenty six (26%) were females. The implication of the findings in Q2 is that employers might not be interested in even those women with the requisite managerial qualifications.

6. Conclusion

That women are contributing towards their paucity in top management position is not debatable. The findings support Goodson in Dallas, (2008) claims that women help in maintaining the glass-ceiling. It however, opposed O'Connor's position that women may after all prefer lateral movement to vertical movement within the corporate world. The results indicated that women have very high ambition for managerial positions and desire to get there. Their attitude towards top management position is generally good. They are pursuing the relevant managerial programmes, they are lobbying and competing for the positions, and have displayed competence and unreserved commitment towards the managerial job, but they have lagged behind mainly because they would not support one another. They are not prepared to pull their female management aspirants along with them as they move up the managerial ladder. Instead they take delight in criticizing them hence limiting their chances of being considered for promotion thus confirming the

assertion that women are their own enemies. The job market has equally played a very significant role in keeping females at the bottom since it is choked with the preferred, qualified male manpower.

The p-values in V2 and V3 did not support the assertions. We cannot therefore say emphatically that women are stuck to pursuing the “feminine career” paths and are also hesitant when it comes to applying for top management positions as a result of lack of self-confidence and the feeling of self-insufficiency. The high rate of agreement recorded in these two instances V2 and V3 was generally gender biased. A mean rank of 61.3 as against 46.1 and 66.7 as against 41.3 for male and females respectively resulted in the split in decision. Men are more of the view that women are not choosing the managerial career path and are hesitant in applying for top management positions for lack of self-confidence and self-insufficiency contrary to the view of the women.

No matter how biased these findings may be, it is important that women build up self-confidence and begin to engage in aggressive hunt and competition for top management positions. They equally need to pull their colleagues along with them as they climb the managerial ladder otherwise they (women) would have to wait until such a time that the male man-power is in short supply. Only then would employers tend to appoint women as top managers as a matter of necessity. Future research would have to examine the views of top female managers on their attitude towards female management aspirants in Ghana.

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