

CHRISTIAN SERVICE UNIVERSITY COLLEGE, KUMASI
DEPARTMENT OF HUMAN RESOURCE MANAGEMENT

CHALLENGES CONFRONTING WOMEN MANAGERS IN SELECTED
CORPORATE FIRMS IN THE KUMASI METROPOLIS, ASHANTI REGION OF
GHANA

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DECEMBER, 2021

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THIS THESIS WORK WAS SUBMITTED TO THE CHRISTIAN SERVICE
UNIVERSITY COLLEGE, KUMASI IN PARTIAL FULFILLMENT OF THE
REQUIREMENT FOR THE AWARD OF BACHELOR DEGREE IN HUMAN
RESOURCE MANAGEMENT

DECEMBER, 2021

DECLARATION

We the under signed students have declare that with the exception of references to the literature and works of other researchers which we have duly cited, the work in this project work was as the result of our original work as students of the Christian Service University College in partial fulfillment of the requirement for the award of the Bachelor of degree in Human Resource Management. We further declare that this project work has never been submitted elsewhere either in full or part for award of any degree in any other institution.

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DEDICATION

The authors have dedicated this piece of work to the Almighty God for giving them the strength and opportunity to see to the completion of this entire degree programme.

We equally dedicate this work to our families and friends for their support and encouragement to make this work a success.

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LIST OF ACRONYMS

CBR	Crude Birth Rate
CDR	Crude Death Rate
CEO	Chief Executive Officer
CHRAJ	Commission on Human Right and Administrative Justice
GCB	Ghana Commercial Bank
GFR	General Fertility Rate
GSS	Ghana Statistical Service
IFC	International Finance Corporation
ILO	International Labour Organization
MTN	Mobile Telephone Network
NCCE	National Commission for Civic Education
SIC	State Insurance Company
TFR	Total Fertility Rate

ABSTRACT

Globally, women represent greater proportion of the world population than their male counterpart, and yet only a small proportion are found in top level managerial position. Therefore, this study sought to investigate the challenges confronting women managers in selected corporate firms in the Kumasi Metropolis, Ashanti region of Ghana. An exploratory qualitative study design was used, with an in-depth interview to data collection among women managers in corporate firms. A purposive sampling method was used to selected study participants of senior and middle level women managers in selected corporate firms. A semi-structured interview was conducted using interview guide among twelve (12) women managers in corporate firms. A manual thematic and narrative analysis was used to analyzed the transcribed qualitative data. A total of 12 participants were studied, and challenges women managers faced were; gender stereotypes and biases, inferiority complex, and not given women enough space to freely work as women. Among others were low patronage to service, and difficulties working with others due gender biases. Requirements for managing these challenges were attributed to the need to provide women managers with in-service training, workshops, and seminars to increased their skills and knowledge. Coping strategies to managing these challenges were being self-assertive, public education and sensitization, been focused on the job, individual personality traits, emotional intelligence, and social relations of the woman. Influence of challenges on organizational performance were attributed to loss of concentration leading to decreased work output. Leaderships styles of women managers showed 3 out of 12 were transformational, and 9 out of 12 were either participatory or democratic in the discharge of their leadership responsibilities. Conclusively, gender stereotype and biases were identified as challenges women managers faced in corporate firms, and there should be increased public education and sensitization to enhance awareness of the negative effects of gender biases and improve on women ascending to leadership and managerial position.

CHAPTER ONE

INTRODUCTON

1.1 Background of the Study

A corporate firm according to Isaga (2018) relates to a business corporation or a particular business involved in the selling of services and products for profit, usually professional services. On the other hand, a woman manager is any female person in the business corporation or organization who directs the activities of others, and coordinates or oversees the work of other employees so that the organizational goals and objectives can be accomplished (Isaga, 2018; Lane-Washington, & Wilson-Jones, 2010). Globally, women represent greater proportion of the world population than their male counterpart, and yet only a small proportion are found in top level managerial position (Lahtinen, 2015). In a recent study by the Global Entrepreneurship Monitor (2015) estimated that women accounted for about 40% of the global workforce, and less than 10% are in senior level management (Lane-Washington, & Wilson-Jones, 2010). These statistics lay to bear a recent occurrence in the world of work to indicate the phenomenon of women being stuck at lower levels, also referred to as the glass ceiling effect (Adom, 2015; Quaye et al., 2015). As we begin the twenty first century, male workers continue to dominate the top levels of corporate power all over the world. In Tanzania, it was estimated that, by the early 2000s, women managers in corporate businesses constituted 43% of all activities but 12% were cited to be in top management positions (Isaga, 2018). The same situation was noted in India where the percentage of women in management position was estimated to be at 3% to 6% of women in the labour force (Oakley, 2014). Findings in India as indicated above might have shown a significant increase from the past, but this still shows an insignificant improvement with many still believing that, the glass

ceiling for the growth of women in their career does exist in corporate businesses (Oakley, 2014). Notwithstanding, different study findings in different countries have further shown that women in managerial positions are still lopsided especially, when compared to the total number of women in the workforce (Maithani, Misra, Potnis, & Bhuwania, 2012; Cortis & Cassar, 2005). In a report by the International Labour Organization (ILO), 2015 cited that only 29% of women sit as directors on the board of the International Finance Corporation (IFC) which was an improvement from 11% in 2011 but was indicated to be still lower than the 40% goal target set to be achieved in 2019 (International Labour Organization, 2015).

In the United States, findings showed only 17% of women held managerial positions, and less than 16% are in executive leadership corporations. Segregation of these figures further showed that, only 5.3% of women who are in executive leadership positions were African American women comparative to 11.9% of white color of women in managerial and professional positions (Beckwith, Carter, & Peters, 2016). Again, further findings in another study showed that women of color comprised 16.5% of the workforce, and 9.4% of them hold first/mid-level officials and management positions; 3.9% hold Executive/Senior level management roles and 4% hold Chief Executive Officer (CEO) roles. This lack of progress of women in managerial positions has been attributed to the glass ceiling, an invisible barrier to the advancement of women in leadership and management positions (Kelly, Ammons, Chermack, & Moen, 2010). These statistics however become much worrying when it comes to Africa and that of sub-Saharan African countries because the invisible barrier of glass ceiling has been deepened by cultural and structural factors therefore serving as an impediment to women's progress in the corporate business (Semra, Raheel, Kılıç, & Mutlu, 2006).

In Nigeria for instance, findings showed an average percentage of women in the workforce to be estimated at 34.1%, and about 9.15% are in executive and leadership positions (Halkias, Nwajiuba, Harkiolakis, Caracatsanis, 2011). In Ghana, the situation is not different, female formed a greater proportion of the population and only 3% to 12% of women are in the senior management positions (Anambane & Adom, 2018). The Ghana Statistical Services 2015 report on economic activities also showed that about 70.4% of the population in rural localities are employed compared with 65.1% in the urban, with more males (62.8%) than females (57.2%) are employed in the workforce. Barriers to women breaking the glass ceilings to top managerial positions have been much debated upon in various studies. However, women in management positions in a variety of professions continue to face a number of challenges within organizations that affect their career progression (Gulhati, 1990; Kelly, Ammons, Chermack, & Moen, 2010). Today, not only in the less developed countries, but also in the developed ones, there are some stereotypes about women managers that pose obstacles to their advancement as professionals. Traditionally, men have been seen as better suits than women to hold executive positions. The qualities associated with being a successful manager have been associated with masculinity, such as ambition, objectivity and an authoritative manner (Kelly, Ammons, Chermack, & Moen, 2010). Women have been seen as different from men, universally lacking the necessary personal characteristics and skills to make good managers (Semra, Raheel, Kılıç, & Mutlu, 2006). Number of studies have equally reported these barriers and cultural norms working within organizations that have led to the underrepresentation of women at the senior level (Noble and Moore, 2006).

Currently, the glass ceiling appears to be more pervasive in corporate business thereby maligning a lot of women especially in Ghana and Kumasi; because over 92%

of executive women report its existence (Anambane & Adom, 2018). A related study found on average of about 11% of the board members among selected 280 firms in Ghana were women, and only 10.4% were managing directors of the firms (Mihail, 2006; Anambane & Adom, 2018). The glass ceiling is thus costly, not only in terms of lost productivity among workers who feel blocked in their careers, but also in terms of turnover costs, which are estimated to an average of 150% of managers' annual salaries (Oakley, 2014). Findings further showed 80% of female middle-level managers had left their last organization because of the glass ceiling (Oakley, 2014). In the Ghanaian environment, social-cultural factors continue to impede women progress in corporate businesses (Anambane & Adom, 2018). Because, in the Ghanaian cultural setting, women are expected to play the role of caretakers of homes (Adom, 2015; Quaye et al., 2015). This role thus conflicts with being a corporate woman and an executive manager of an organization which therefore create a glass ceiling for women progress (Anambane & Adom, 2018). The Ghana Statistical Services findings have shown that the percentage of women in senior positions ranges from 3% to 12%, and the percentage of men in senior management positions is relatively stable across regions in Ghana. This has therefore necessitated the need for the current study which sought to investigate the challenges that confront women who are in management position in selected corporate firms in the Kumasi Metropolis, Ashanti Region, Ghana.

1.2 Statement of the Problem

More than 50% of Ghana's population are women, and less than 12% occupied senior management positions (Anambane & Adom, 2018). The inability of women to occupy top management position has been described as the glass ceiling, and this has been

deepening by structural and cultural factors making it impossible for women to climb to the top. Women challenges to top managerial positions have noted to range from employer biases on the basis of gender, negative perception of women, gender segregation in job placement, sexual harassment, pay inequalities and among others which posed hindering blocks to women progress to managerial position (Kelly, Ammons, Chermack, & Moen, 2010). In a study by Davidson & Co-oper, (2002) said women who aspire to top managerial level position are faced with a lot of discrimination based on gender as our socio-cultural environment associate managerial role to masculinity, and thus has maligned a lot of women progress in their chosen careers resulting in only a few women to break the glass ceiling to top managerial position. In the Ghana Statistical Service (GSS) 2015 Labour Force Report cited between 3-12% of Ghanaian women to have been in top leadership and management position, and this was attributed to the Ghanaian cultural setting which expect women to be home keepers. Other barriers noted by Larwood & Wood, (2007) study involve negative attitude of men toward women who break all odds to enter into management and leadership position to have influence on their involvement and participation in corporate businesses management role. Gender stereotyping is major challenge to women managers and leaders, and has been widely criticizes by various scholars. Even though a lot has been done on the challenges but little has been done on how women managers transcend these challenges in other to become successful. Also, due to the difference in cultural settings because, in Ghana it is believe that managerial performance is based on masculinity, and that is why this study seeks to focus on specific challenges and investigate on how women managers manage these specific challenges. For instance, prejudice, and stereotypes are major challenges women managers faced, and thus this study seeks to focus on understanding how

women managers manage these challenges effectively especially in the Kumasi Metropolis which has therefore necessitated the need for the current study which sought to investigate the challenges confronting women managers in selected corporate firms in the Kumasi Metropolis, Ashanti Region of Ghana to help generate evidence informed data that would guide policy decision to improve on women breaking the glass ceiling to top managerial role and position.

1.3 Justification of the Study

Women in top management position are vital to quality decision in the firm. Because females are known to be more cooperative, operate more inclusion leadership than men thus allowing all views to be aired on an issue before decisions are taken finally (Dezsö & Ross, 2012). Females though lovers of power are seen to also be more power sharing than men (Huse et al., 2009). Females thus operate a democratic and participatory leadership which allows for more discerning views and opinions. More also, females by nature are noted to be very creative in their thinking and are able to incubate new ideas (Dezsö & Ross, 2012). Due to the diverse exposure of females in dealing with both men and females through the family level by way of nurturing and upbringing of children, females are better able to understand customers, employees and partners of both sexes and hence they are in a better position to obtaining information from such people easily and timely for decision making in organizations. Thus increasing women participation in managerial and leadership position may boost corporate firms' performance in Ghana and as well as the Kumasi Metropolis. Also undertaking this study may help to identify major challenges that affect women progress in managerial roles and generate solution to those challenges.

1.4 Research Questions

The researcher sought to answer the following research questions;

1. How do women managers` manage the challenges in selected corporate firms in Kumasi Metropolis?
2. What are the requirements such as skills, personality, emotional, psychological, social etc., that women mangers require in other to effectively manage the challenges in selected corporate firms in Kumasi Metropolis?
3. How do these challenges influence/affect organizational performance in the Kumasi Metropolis?

1.5 Research Objectives

1.5.1 Main Objective

The main objective of the study sought to investigate the challenges confronting women managers in selected corporate firms in the Kumasi Metropolis, Ashanti region of Ghana.

1.5.2 Specific Objectives

1. To explore how women managers` manage the challenges in selected corporate firms in Kumasi Metropolis
2. To ascertain the requirements for managing these challenges in selected corporate firms in Kumasi Metropolis
3. To explore how these challenges influences organizational performance in the Kumasi Metropolis.

1.6 Significance of the Study

Findings from this study may add knowledge to the existing body of knowledge on

women managerial role and leadership in corporate firms' sectors. Also, findings from the study may provide insightful ideas to policy formulation by policy makers and researchers on challenges facing women leaders in order to effectively and efficiently address them. Again, findings from the study may help in advocacy by women groups and other benevolent organization which may aimed at empowering women in fulfilling their potentials through public education to add value on women leaders' skills and strategies. To add, findings from the study may also provide a literature source to student researchers and other scholars in their academic work.

1.7 Scope of the Study

The scope of the study covered both geographical setting and study population. Geographically, the study was conducted in the Kumasi Metropolis in the Ashanti Region of Ghana. The study target population covered some selected firms in the Kumasi Metropolis. These selected corporate firms included: Vodafone Ghana, Hollard Insurance, GCB bank limited, MTN Ghana, SIC insurance and Absa Bank Ghana. These firms were considered by the researchers because these firms have increased number of female managers who were versatile their roles as managers and hence were recruited and used in the study. The study covered participants experience and challenges as managers, and how they overcame those challenges. The study also looked at how women managers combined their management career role with other roles as women, and how people perceived them as managers, and the sort of attitudes people have toward them especially their males' counterpart.

1.8 Organization of the Report

The study was categorized into five chapters: Chapter one looked at the background

to the study, problem statement, justification, research questions, research objectives, study significance, scope of the study, organization of the study report and definition of terms. Chapter two deals with the literature review using existing literatures and concepts from other scholars. The literature review was categorizes based on the specific objectives of the study. Chapter three covers the study methodology, and included: study setting, study design, study population, sampling methods and procedures, sample size estimation, data management and analysis, and ethical consideration. Chapter four looks at analysis of results and discussions based on the specific objectives of the study. Chapter five presents on the summary of the study findings, conclusions and recommendations of the study to influence policy decision of stakeholders.

1.9 Definition of Terms

Corporate firm: relates to a business corporation or a particular business involved in the selling of services and products for profit, usually professional services (Isaga, 2018).

Woman manager: is any female person in the business corporation or organization who directs the activities of others, and coordinates or oversees the work of other employees so that the organizational goals and objectives can be accomplished (Lane-Washington, & Wilson-Jones, 2010).

Challenges: refer to something that needs a lot of skills, energy, and determination to deal with or achieve, especially something you have never done before and will enjoy doing. **Or** something that needs great mental or physical effort in order to be done successfully and therefore tests a person's ability.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

The composition of women in senior management levels continue to be skewed relative to their male counterparts despite the many achievements women have chalked in the workplace. This chapter has reviewed relevant literatures from other scholar which tries to explain the contributory factors to the phenomenon of the glass ceiling based on relevant theories and literatures. The literature reviewed has been categorized into sections based on the specific objectives. The first part of the literature review has looked at theories and models such as the manager-as male model and the social role theory as well as theories that dealt with the advancement of women into senior management positions like the perceived lack of fit theory proposed by Eagly and Karau's (2002). Also, literatures were reviewed on challenges women managers` face, how women managers` manage the challenges, requirements for managing these challenges, and how these challenges influence organizational performance in selected corporate firms. The literatures were reviewed using Google scholar, ResearchGate, PubMed and other sources of Google search engines.

2.1 Conceptual framework

Figure 2.1 indicates the conceptual framework on the challenges confronting women managers in selected corporate firms in the Kumasi metropolis as illustrated. Women in corporate firms faced number of challenges, and these challenges such as gender stereotyping, gender biases and gender discrimination could affect their training requirements and education. These also have influence on the performance of the organization, because these challenges would influence their mental state and ability

to contribute to improving organizational performance as illustrated in the figure below.

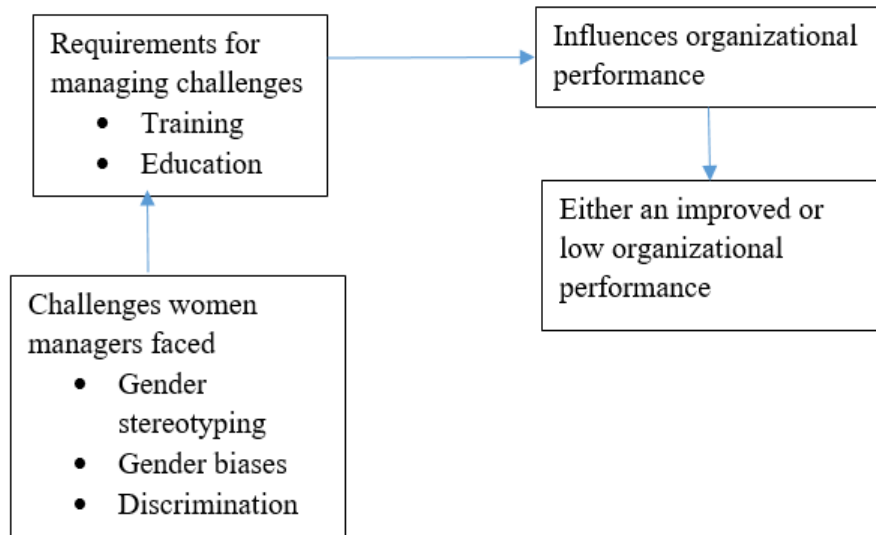


Figure 2.1: Conceptual framework on challenges confronting women managers in selected corporate firms

Author's construct, 2022

2.2 Theoretical Framework and Models of the Glass Ceiling

2.2.1 Manager-as-a-Male Stereotype Model

According to Booyesen & Nkomo, (2010) women are fewer in leadership positions because people view leadership positions in terms of its gender type and the characteristics required for success in those positions. These requisite characteristics are commonly associated with men than with women, an explanation that has been called the “think-manager-think-male”. In other words, it is term as “gender stereotype” which defined who the ideal manager is or who should be and these stereotypes thus advances biases against women especially during the processes of managerial selection, placement, promotion, and training decisions (Wood & Lindorf, 2001), and this therefore accounts for the marginal numbers of women in managerial

and leadership positions. Findings from a South African study by Booysen and Nkomo (2010) study confirm this “think-manager- think-male” theory. The study findings found higher scored ratings for men as managers than the women though the ratings were found to be more robust among black men (Langford & MacKinnon, 2000). This study thus confirms and supports the findings of Booysen & Nkomo, (2010) which established a relationship between gender role stereotyping and characteristics perceived as requisite for success as a manager. Contemporary views have shifted from the “think-manager-think-male” paradigm mainly because of the many challenges and criticisms it has faced. For instance, the theory suggests that people think of managers and leaders as more ‘male’ and less ‘female’. Evidence from some studies have shown contrary view, findings showed that women are not regarded as less good leaders than men, though they are perceived as inferior to men in power and status (Langford & MacKinnon, 2000). Besides, few studies have even shown that women are evaluated somewhat even more favorably than men, especially involving investigations where implicit attitudinal measures were used to assess the strength of the association between male and female category labels and evaluative words. It is believed that this could be as a result of the communal aspects of the female gender role which was not explained by the think-manager-think-male theory (Eagly & Karau, 2002). Another reason why the theory has lost its initial appeal is because it lacks context specificity in the sense that it does not differentiate and explain under which context some women are discriminated against whilst others are not (Eagly & Karau, 2002).

2.2.2 The Social Role Theory of Female Managers

Eagly (1987) proposed the Social Role Theory, a revised and extensive socialization stereotypes theory. The theory proposes that the differences observed in men and women's behaviour stem from the contrasting distributions of men and women into social roles. In other words, the belief that people have of a particular sex originate from the observations of the role being performed by people of that particular sex. Thus women and men fill certain gender and social roles, and their beliefs and behaviours are dictated by the stereotypes they attach to these roles (Wood & Lindorf, 2001). Eagly (1987) defined social roles as socially shared expectations that apply to persons who occupy a certain social position or who are members of a particular social category (Eagly & Karau, 2002). Gender roles on the other hand talk about what men and women actually do and what they ought to do. The Social Role theory argues that men and women behave differently in social situations and assume different roles, due to the expectations that society puts upon them (including gender stereotyping). Therefore, for normalcy to exist in any given social relationship or for any social interaction to run smoothly, it is imperative or critical that both role occupants understand their social position, share the behavioural expectations associated with their positions in society (themselves and others as well), and, for the most part, enact those expectations and scripts (Eagly & Karau, 2002). Under this theory, there are two kinds of gender roles: injunctive and descriptive. Injunctive norms describe the expectations about what people ought to do or ideally would do. Descriptive norms are expectations about what people actually do. The distinction between these two kinds of gender roles describes why gender roles in general exhibit the power to influence behaviour. Whereas injunctive norms elicit emotions that are very strongly tied to disapproval emotions, descriptive norms are more hinged

towards 'surprise' emotions. This explains why not all women leaders are frowned upon and not all are respected. Majority of the beliefs held by people as a result of expectations pertain to communal (Eagly, 1987; Eagly & Karau, 2002). Carpenter (2001) study concluded that when leadership roles expected of women are exhibited or well discharged, women turn to received more favourable evaluations than men. This suggests that expectations placed on women cause them to be evaluated as good leaders and not the actual behaviours they display or the traits they possess. Thus the evaluations of women according to this theory may or may not be biased depending on whether they conform to societal expectations or not. Using this same theory to explain the glass ceiling phenomenon, it presupposes first of all that the expectations- that women will exhibit communal qualities and men agentic qualities influences a person's attributions relating to previous promotion success (Wood & Lindorff, 2001). For example, a study by Eagly et al., (2000) reports that women are the perceive few for promotion to senior management level than men. Secondly, gender incongruence occurs when women depart from their typically normative nurturing and caring roles (communal attributes) to assume managerial positions ascribed to agentic/male characteristics.

2.3 Empirical literature review

2.3.1 Ways to Advance Women into Senior Management Position

Eagly et al., (2000) asserts that there is a perceived lack of fit between stereotypic attributes of women and requirements of management roles and this is what accounts for few women in top managerial positions. This perception of fit or a lack of it leads to performance expectations of occupation and gender stereotypes. Thus perceivers make up their minds very early during an encounter. In other words, people possess

either positive or negative predispositions toward a perceived person and his/her performance mainly because of his / her sex and the 'fit with the occupation. Therefore, removing this perceived element could help propel women to the top. According to this theory, the reason why women are few in leadership positions is because there is a perceived incongruence or 'lack of fit' about our expectations of how women should behave and how we expect leaders to also behave and these incongruences produce expectations of failure (for women). In Eagly and Karau's (2002) role congruity theory which shared some similarities to the social role theory (Eagly, 1987) explains prejudice towards female leaders to have been the reasons why women continue to be marginalized in leadership positions, and hence eliminating prejudice in the mind of people could propel them to the top. The study gender roles to be promoting sex differences in behaviour (Eagly et al., 2000). The basic principle is that perceivers blend the information associated with a gender role and a leader role. Thus in observing an individual who occupies a leadership position, places a competition on one's expectation of him on the basis of his gender and expectations of him based on his position as a leader. Two forms of prejudice arise when there is an incongruity between the two roles (or expectations of the roles). The first form of prejudice toward women is the perception of women as less favorable than men as potential occupants of leadership roles. Under this prejudice, women aspirants, though qualified, are not given the opportunity to become leaders because of the incongruence between their gender roles and the leadership roles. There is also evidence to suggest that women feel that they are often unfairly by-passed for promotions. This lowers the expectations and aspirations of women who want to climb into leadership positions. In another study revealed that female managers are less likely than their male counterparts to aspire to a position in senior management

and less likely than their male colleagues to expect an executive position prior to retirement (Eagly & Karau, 2002). In a study by Eagly & Karau, (2002) found out that the reason why women felt by-passed was because older men in the organization would not want to report to a woman. Some empirical research also indicates that management roles are seen as male domains (Eagly & Karau, 2002). This has pushed some women into service sectors in fulfilment of the roles expected of them to satisfies their career aspirations but not ‘maximize’ them. Accordingly, the second form of prejudice takes its source from incongruity between a leader’s behaviour and the injunctive content of the female gender role (Eagly & Karau, 2002). The moderating condition that affects the second form of prejudice which is as a result of the reactions based on the incongruence between the injunctive aspects of the gender role and the leader role is perceivers’ personal endorsement of these norms especially depending on the definition of the leader role, the weight given to the female gender role, and personal approval of traditional definitions of gender roles (Eagly & Karau, 2002).

2.3.2 Structural and Organizational Factors Affecting Women

Findings over the past two or more decades have shown that there has been many research regarding the glass ceiling phenomenon. Studies into the glass ceiling phenomenon tried to established the traits or characteristics that are inherent in women, and made them to ascent managerial position slowly. Other studies also turn to look into the structural and organizational factors that contribute to the glass ceiling phenomenon. Corporate climate and corporate pipeline are the two main organizational and structural factors known to affect the glass ceiling whereas other societal factors were noted to include stereotyping, prejudices and biases based on the

gender element of women (Miller, 2009). The culture of an organization is believed to be the bedrock of all behaviour in that organization. It is the collection of traditions, values, policies, beliefs, and attitudes that constitute a pervasive context for everything the organization think and do (Miller, 2009). The pervasive nature of culture in terms of how things are done around and common values, beliefs and attitudes have significant influence on the organizational processes such as decision-making on managerial position in the organization (Miller, 2009). The corporate climate relates to the prevailing atmosphere surrounding the organization and is an indication of employees' feeling and beliefs of what the organization is about. A related study by Miller (2009) cited an environment where there are stereotypical masculine skills such as competitiveness, command-control behaviours and achievement are valued, women have less chance of occupying managerial position. In organizations which are characterized by masculine organizational culture have been found to inhibit female progression to senior managerial and leadership positions (Miller, 2009). Another study by Miller (2009) reported public sector where managerial role is characterized by gendered, organizational culture is often stereotype by masculinity and thus inhibits female career progression. Broadbridge (2010) findings also supports that organizational culture among other factors such as stereotyping have acted as barriers which make women been underrepresented at senior levels. Dreher (2003) study found a positive association between the number of work-life of human resources practices, and the percentage of managerial positions held by women (Escandon & Kamungi, 2008). Morley, Bellamy, Jackson and O'Neil (2011) found the existence of culture to exclude women from social activities and this negatively influenced the promotion opportunities of women within the field (Cross, 2010). The study also found that, lack of mentors for women equally influence their

career progression (Cross, 2010). Similarly, Hakak, Holzinger & Zikic (2010) found a lack of networks as part of the challenges faced by women in Canada and affect women's climb up. In a related study found between matched male and female managers on self-reported masculinity scores, and was associated with the career advancement of women (Kirchmeyer, 2002). In a meta-analysis study of leadership styles of men and women by Eagly et al., (2003) which examined and analyzed 45 studies of transformational, transactional, and laissez-faire leadership styles found that female leaders were more transformational than male leaders. Also, the study found that, male leaders were generally more likely to manifest transactional and laissez-faire leadership than women leaders in management position (Vinkenbunrg, van Engen, Eagly & Johannesen-Schmidt, 2011; Powell, Butterfield, Alves, and Bartol, 2004).

2.3.3 Social Factors, Gender Stereotypes, Prejudices and Biases

According to Schneer & Reitman, (1990) study negative attitudes toward women have changed over years by gender stereotyping is still a major obstacle to women reaching the top managerial level and require more efforts to ensure women climb to the top. Gender stereotypes, and prejudices are discriminatory, and have been noted to exist in many forms in male-dominated organizations which subdue females' ability to reach the top. Other forms of gender stereotyping have been cited to involve male behaviours such as questioning of women's competence, sexual harassment, and social isolation to have significant influence on women reaching the top of managerial role. A common perception is that men and women are different in abilities, interests, and mentality thus they are evaluated differently when showing the same behaviour. Schneer & Reitman, (1990) research has focused mainly on the perceptions of

available opportunities and achievement, prejudices, stereotypes, and biases of people in the organization that confront women and make them unable to climb above the glass ceiling. Another stereotypic assumption is that women are more likely to quit their jobs for family responsibilities or other reasons which leads to subsequent discrimination in hiring, promotion or other employment decisions. However, earlier findings reported high rates of turnover or employment disruptions for women more than men (Schneer & Reitman, 1990).

On the contrary, Lyness and Judiesch (2001) longitudinal study on voluntary turnover of 26,359 managers established that turnover rates for women managers were lower than for males. The findings argue the supports of prejudice against women in terms of lower wages and lesser workplace authority which is been ascribed with the phenomenon of the glass ceiling as women's lesser human capital in terms of education, training, and work experience. In Ofei-Aboagye's (1996) study also found lack of education, managing domestic responsibilities as well as demonstrating commitment in one's profession, lack of requisite skills and lack of resources to invest in self-development were the variables responsible for keeping women in the low echelons of work. In assessing attributions for career progress, Wood and Lindorf (2001) study concluded that gender-based policies hindered females' careers, and that females were stronger on that dimension thus confirming the belief that sex differences do exist in the attributions made by managers for their own career progress. According to Wood and Lindorff (2001) the socialization of women leaves them with a perception that they have fewer opportunities than men for advancement to senior levels of management. Cundiff & Komarraju, (2008) study results showed a positive relationship among the attitudinal measures, and individuals who expressed more empathy toward individuals from diverse ethnic or cultural

backgrounds are likely to have positive perceptions of women in authority/leadership positions. Furthermore, the gender differences in perceptions suggest that, relative to males, and females were more likely to report higher levels of ethnic or cultural empathy. Stereotype vulnerability effects according to Davies, Spencer, and Steele (2005) undermines women's leadership aspirations. The study however argues that presenting women with an identity provides a safe environment and eliminates their vulnerability. Additionally, Bergeron, Block, and Echtenkamp (2006) found that men outperformed women on a managerial task but only when it was a masculine sex role-typed task; this effect however disappeared on a feminine sex role-typed task. Stereotypes are not always met with vulnerability responses (Kray, Thompson, & Galinsky, 2001). Also, Kray et al., (2001) showed that women blatantly presented with the gender and bargaining stereotype to outperformed men at the bargaining table.

2.3.4 Challenges Women Managers Face in their Managerial Roles

According to Woodside et al. (2016), culture is a major that represents a complex whole of human attitudes, beliefs, values and behavior toward women desiring for management and leadership position. The study found culture to affect attitudes, beliefs, values and behavior, and thus affect female managers. Also, the fear of failure, low levels of intentions to be managers, more risk avoiding and less innovative, and among other characteristics of female managers are challenges that have the root causes of low involvement of women leadership position (Woodside et al., 2016). Mordi et al., (2010) also said that customs and cultural practices, coupled with legal imbalances in the legal structure are the root cause of the problems hindering women into managerial positions. Female managers were noted to face

challenges that are different from their male counterparts. These challenges were identified to include: inadequate access to capital/finance, insufficient training and access to information, family and household responsibilities posed as barriers to women occupying leadership position. To add, the Cesaroni and Sentuti, (2014) identified discrimination to be the major glass ceiling, and remains a deep hole of demarcation between women who are able to reach the top and the majority who are left behind in the pit hole. In an in-depth interview study reveal the challenges women experienced in climbing the corporate ladder to be attributed to restrictive tendencies, and inability to worked for long hours due to home and family responsibilities to contribute low involvement of women in leadership and managerial position. In the United State a research finding shows that women hold from 1.3% to 5.1% of executive positions across the world (Berry & Franks, 2010). Within the U.S., 4% of women hold senior leadership positions (Catalyst, 2013). The low rate of women in leadership and managerial position to be influence by the challenges of gender parity or gender stereotyping in leadership position. Sahadi, (2015) study also identified sexism, discrimination, exclusion, and a lack of career advancement opportunities as well as racism as a barrier or hindrance to women climbing leadership position. Sanchez-Hucles, & Davis, (2010) found challenges and barriers for women and African-American women, specifically, in Corporate America to involve race and gender, which produces a different experience from all other women and racial groups, and was attributed to the history of slavery contributing to the discrimination against African-American women in leadership position. The study further identified the impact of stereotypes and its influence on how society perceived women in management roles (Sanchez-Hucles & Davis, 2010).

2.3.5 How Women Managers' Manage the Challenges

In term of how women managers manage these challenges, Thorpe-Moscon & Pollack, (2014) said women ability to make strategic employment choices based upon a career path and personal responsibility help them to mitigate these challenges and climb to the top level of leadership and management roles. The study findings noted lack of strategic career planning in terms of making job choices which align with the short and longer-term personal organizational goals can limit individual readiness (Thorpe-Moscon & Pollack, 2014).

Also, job commitment, purposeful career development, positive mentoring relationships, strong sponsorship and a diverse network were identified to help in the management of these challenges and propelling women to the top level of leadership. Catalyst (2014) stated that mentoring and sponsorship have become even more essential for women executives to aid in their effectiveness and to break down the barriers of isolation.

Findings showed that the challenges of women executives are often due to lacked of influential mentors or sponsors who can help women to climb to the top leadership and managerial roles. Davis, (2012) study found confident building of women to contribute to decision making and breaking the glass ceiling, Davis & Maldonado, (2015) said confident building of women help to fight against gender stereotypes and isolation, it also help women to displayed confidence through communication, decision-making, execution, and business performance. Mentors were seen as a tool for overcoming barriers and for advice on career advancement.

Mentors and role models of women were identified to include; parents, teachers, college professors, and administrators (Davis & Maldonado, 2015). In study by Lane-

Washington & Wilson-Jones, (2010) identified networking and mentoring as the gateway for women in senior level leadership positions. Findings said women seeking leadership positions were encouraged to align themselves with mentors who are experienced in their careers and with those who possess qualities for achieving successful outcomes. Although, mentoring is a common practice for the advancement of men, it was not shown to be a factor in the career development of women (Lane-Washington & Wilson-Jones, 2010). The study further indicates that many women leaders were found to have identified their families and communities as agents of influence which enable them to pursue and seek their fullest career potentials, and thus through an extensive research many women who held leadership positions at early ages were encouraged to pursue their goal and to be adventurous in their leadership and managerial roles (Lane-Washington & Wilson-Jones, 2010).

2.3.6 Influence of Challenges on Organizational Performance

The inclusion of females in top management can impacts positively on firm performance in Ghana, and across the globe (Catalyst, 2014). The study further noted that women innovation has direct positive impact on firm performance, and but said there was no evidence of association between the moderating roles played by women innovation or education in top management and firm performance (Catalyst, 2014). Nyeadu, Kamasa, & Kpinpuo, (2021) study in Ghana found enormous benefits corporate firms stand to gain when it top management are been diversified to include more females on most boards and by extension top management than when such positions are dominated by males. According to International Finance Corporation (IFC, 2018), globally women in senior management positions ranges from only 3% to 12%, and have significant influence on organizational productivity output. In Sub-Saharan Africa and Latin America and the Caribbean, the situation is more pathetic as

only one out of 26 women make it to senior management while out of six to nine men make it to top management. The exclusion of women at top management was not however influenced by any legislation. It was noted to have been caused by political, social and economic structures in nations, and thus contribute to poor performance of firms in these countries. The study findings noted some African countries including Kenya, Malawi, Nigeria and South Africa are advocating to formally integrate gender diversity into principles of good corporate governance to improve corporate firms' performance (IFC, 2018).

In Ghana, the Affirmative Action Policy of 1998 requires a 40% quota of women representation on all government and public boards (IFC, 2018). The study findings found the moderating effects of women education to have influence on them to get to the top, and has established a link between women in leadership and performance of firms. Ganguli et al., (2014) study detected several factors preventing female managers from reaching the glass ceiling. The stepwise multiple regression showed that 35.5% of the variance in the existence of challenges could be explained by four factors; gender discrimination, relationships at work, mentor support and lack of network access and found that to significantly influence the performance of firms. The study further points out that, female managers perceived that the challenges they faced to reaching top management positions to influence their performance to the success of the organization.

Kattara, (2015) study found an inversely significant correlation between both females' years of experience in the organization and their years of experience in management position to have influence on the performance of the organization. Findings further showed that, eliminating barriers and challenges such as genders discrimination, and relationships at work could contribute to women reaching the top management

position, and incorporating mentor support and network access could build women to increasing their operational efficiency and improving firms' performance (Kattara, 2015).

2.4 Conclusion of Literatures

This chapter conclude on the theories and models that contribute to the glass ceiling of women to top management position, as well as has explained the concepts of the glass ceiling to women climbing to the top. The literatures reviewed has also look at models to advance women progress into top managerial position. Also, the literatures reviewed have centered on the challenges women faced, and how women managers managed those challenges as well as how low involvement of women managers or challenges to women managers influence the performance of corporate firms. However, these study findings will help to identify current challenges and barriers affecting women managers and suggest solutions to tackling the problems.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter gives detailed descriptions of the study's methodology which includes the study area/setting, the research design, study population (inclusion and exclusion criteria), the sample size and its characteristics, data collection procedures and instruments, the sampling method and technique, data analysis, limitations, and ethical guidelines.

3.1 Study Area/Settings

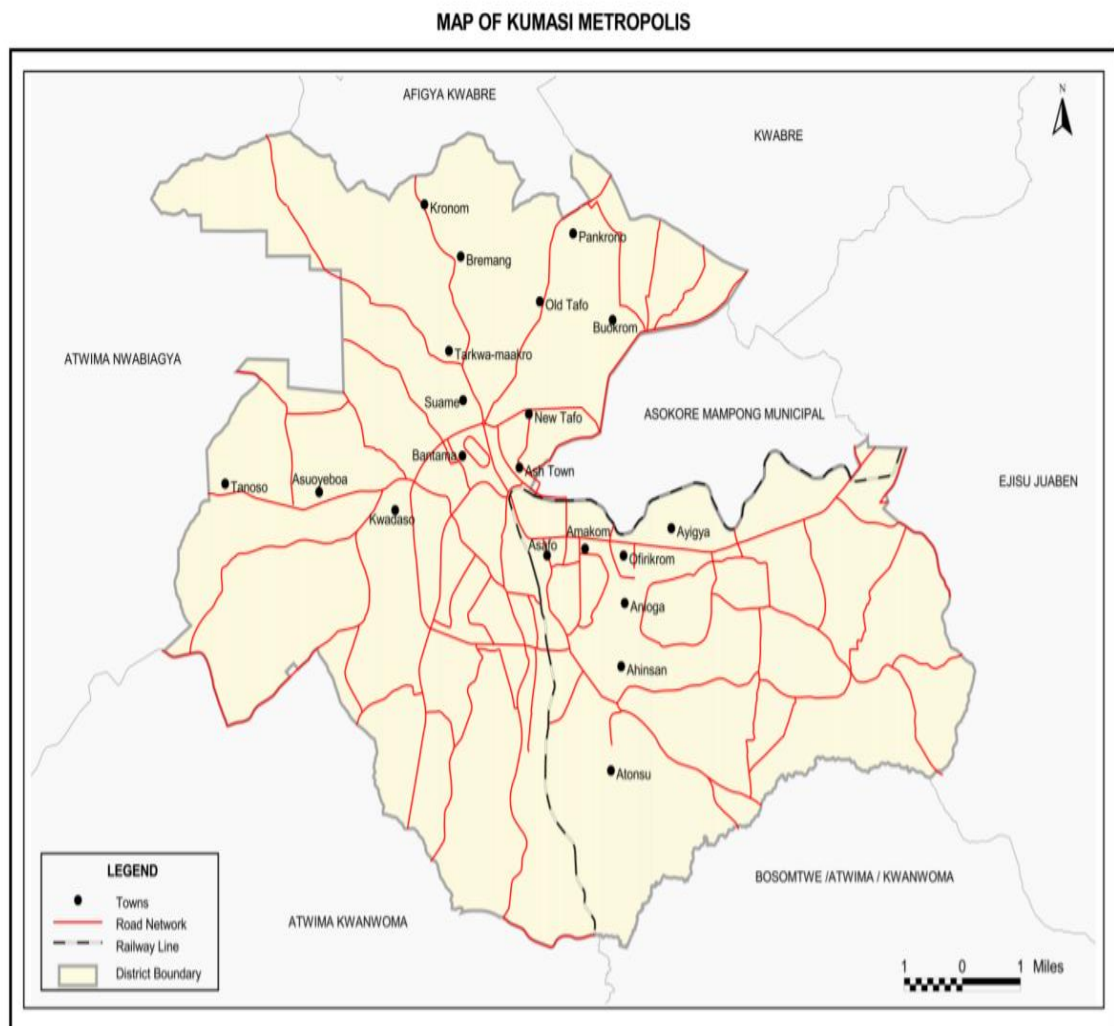
Kumasi Metropolis is the capital town of the Ashanti region, and is one of the thirty (30) administrative districts in Ashanti Region. It is located between Latitude 6.35°N and 6.40°S and Longitude 1.30°W and 1.35°E (Ghana Statistical Service, 2010). The Metropolis shares boundaries with Kwabre East and Afigya Kwabre Districts to the north, Atwima Kwanwoma and Atwima Nwabiagya Districts to the west, Asokore Mampong and Ejisu-Juaben Municipality to the east and Bosomtwe District to the south (GSS, 2010). According to the Ghana Statistical Services the population of Kumasi Metropolis is about 1,730,249 representing 36.2% of the total population of Ashanti Region, from the 2010 Population and Housing Census (GSS, 2010). The Metropolis has a sex ratio of 91.4, and age dependency ratio of 58. The age dependency ratio is 59.9 for males and 56.3 for females. Total Fertility Rate (TFR) for the Metropolis is 2.6. The General Fertility Rate (GFR) is 76.5 births per 1000 women aged 15-49 years and a Crude Birth Rate (CBR) of 22.8 per 1000 population. The Crude Death Rate (CDR) for the Metropolis is 4.7 per 1000 (GSS, 2010). The Metropolis has a total number of 440,283 households with an average household size

of about 4 persons. Children constitute the largest proportion of the household members accounting for 39.7% and spouses 9.9% (GSS, 2010).

Nearly four in every ten (36.8%) of the population aged 12 years and older are married, 49.2% have never married and 5.2% are in consensual unions. At age 25-29 years, about four of every ten females (43.2%) are married compared to their male counterpart of just 17.9% (GSS, 2010). Among the married, 13.7% have no education and about 4.8% of the never married persons have no education. About 8 in 10 of the married population (78.4%) are employed, 4.4% is unemployed and 17.2% are economically not active. A greater proportion of those who have never married (58.5%) are economically not active and 5.7% of them are also not employed (GSS, 2010).

The largest ethnic group in the Kumasi Metropolis is the Asante (80.7%), a sub-group of the larger Akan ethnic group. This was followed distantly by the Mole Dagbon (8.7%) and Ewe (3.6%). The percentage of population aged 11 years and older who are literate is 89.5% while 10.5% are not literate (GSS, 2010). About 66.5% of the population aged 15 years and older is economically active while 33.5% is economically not active. Of the economically active population, 91.4% is employed while 8.6% is unemployed. Of the employed population, 38.9% are in the service and sales work, 22.8% are in craft and related trades 10.3% are into elementary occupation and only 2.6% are skilled agricultural forestry and fishery workers. Females (55.1%) are more likely than males (22%) to be engaged in service and sales work whereas males (32.9%) are more likely than females (13.1%) to be engaged as craft and related trade (GSS, 2010). Availability of facilities in term of Information, Communication and Technology includes MTN, Vodafone, and others have coverage in the Metropolis. The financial and insurance activities in Kumasi metropolis

comprised of commercial banks, rural banks, saving and loans institutions and Susu collectors. Notable commercial banks in the Metropolis are GCB Bank limited, UT Bank, Absa Bank, CAL Bank, Barclays Bank, Standard Chartered Bank, Zenith Bank and Bank of Africa, and insurances facilities like Hollard insurance, SIC insurance and among others. These financial and insurance activities in the Kumasi Metropolis are going to form the sample frame within which the sample units and size would be estimated in executing the study.



Source: Ghana Statistical Service, GIS

Figure 3.1: Map of Kumasi Metropolis

Source: Ghana Statistical Service, 2010

3.2 Research Design

This study utilized a qualitative exploratory design to address its research questions and objectives which sought to investigate the challenges confronting women managers in selected corporate firms in the Kumasi Metropolis, Ashanti region of Ghana. Specifically, the study used interviews as the main method of collecting data. According to Cassel and Symon (1994), qualitative designs allows for an in-depth examination of participants' subjective perceptions or 'lived experience'. Thus the choice of qualitative design for the present study was expedient because it helps to achieving the study's aim of understanding the nature and extent of the glass ceiling which stuck women to lower level in managerial roles in the Kumasi Metropolis which allowed participants to provide rich, and in-depth descriptions of their experiences were key to understanding the challenges and dynamics of the glass ceiling phenomenon. Another strength of qualitative design to this study involved enhancing the richness of the context of the study. Evans (2010) has explained that because qualitative methods or designs pay particular attention to studies in contexts especially where cultural differences play a major role; it allows subtleties and hidden nuances that are not sufficiently captured in other methodologies to be adequately covered. Thus in line with this study which focus on investigating the challenges confronting women managers in selected corporate firms in the context of the Kumasi Metropolis, this particular research design was convenient for revealing any subtleties or cultural differences that might have existed or escaped other studies that used other methodologies.

3.3 Study Population

The population for this study, and two (2) each were selected from six (6) financial and insurance firms in Kumasi metropolis such as Vodafone Ghana, Hollard Insurance, GCB bank limited, MTN Ghana, SIC insurance and Absa Bank to explore their views, experiences and challenges confronting women managers. The essence was to ensure broad perspectives and enhance generalization of the study findings. To consisted of women managers in selected firms across the Kumasi Metropolis in the Ashanti Region of Ghana occupying senior and middle management positions. The selected firms of the study included twelve (12) women managers qualify for inclusion, the participant was a worker in any of these corporate firms, and might have been working for not less than six (6) and was willing to take part in the study. Anyone who do not work in senior and middle level management position was excluded, and as well as those might have declined consent to participate in the study. The selection criteria of inclusion of women managers who had been on the job for at least six months and more for middle management and senior management as at the time of the study.

3.5 Sample Size Determination

Sample size in a qualitative study according to Creswell, (2014) should not be statistically determined but should be large enough to sufficiently describe the phenomenon of interest, and address the research questions. Because the goal of every qualitative study is to have a large enough sample size to uncover a variety of opinions and experiences, and should be limited at the point of saturation. Point of saturation is the point at which the researcher uses to determine when there is adequate data from the study to develop a robust and valid understanding of the study

phenomenon. According to Marshall, (2013), point of saturation is the point in time when the collection of new data no longer changes or changes little in the responses of the participants. Therefore, selected firms of the study included almost twelve (12) women managers who were selected from financial and insurance firms such as Vodafone Ghana, Hollard Insurance, GCB bank limited, SIC insurance, and Absa Bank to explore their views, experiences and challenges confronting women managers. Because, in Teddlie and Yu (2007) study qualitative study do not require large sample size and hence this sample size was considered to have enough power for the study.

4.6 Sampling Method and Procedures

The study used a purposive sampling technique, twelve (12) women managers were sampled for the study. Purposive sampling techniques according to Teddlie and Yu (2007) was mostly employed in qualitative studies and was significant in the selection of units (e.g. individuals, groups of individuals, institutions) based on specific purposes associated with answering a research study's questions. This sampling technique therefore was appropriate for this study because of the specificity it demanded in answering its research questions. Additionally, Maxwell (1997) explains this type of technique as most appropriate for specific settings, persons, or events because it serves as an important source of obtaining vital information that cannot be gotten from others. Thus, the choice of this sampling technique was appropriate in obtaining pertinent information relating to women managers' experiences and challenges. With consideration to the scarcity of women managers at top executive positions, purposive sampling technique offered a crucial advantage over other sampling techniques because it allowed the researchers to concentrate, identify and

address only women managers who were the main concern of the study. The participants came from six (6) organizations: Vodafone Ghana, Absa Bank, SIC insurance, MTN Ghana, GCB bank limited, and Hollard Insurance. The method used for sampling these organizations was convenience sampling. First and foremost, the organizations were chosen based on their size. These organizations apart from being very diverse in the services they provide are fairly large institutions. Thus the likelihood of finding women managers who fitted the criterion selection was greater in these organizations than most hence their being sampled. Also, these organizations were chosen because the researchers wanted to have a fair representation of both financial and insurance institution in the data. Lastly, organizations these days are reluctant to open their doors to outsiders including researchers but these organizations have opened their arms to welcome the researchers based on preliminary investigations. For this reason, the researchers chose these organizations because of the advantage of contact persons in these organizations. Two (2) participants each was selected from Vodafone Ghana as interviewees for the interviews as well as Absa Bank, MTN Ghana, SIC insurance, GCB bank limited and Hollard Insurance. A total of twelve (12) female managers in these reputable organizations in the Kumasi Metropolis were interviewed for this study. Of this, six (6) senior or top level management were selected, and the other six (6) were selected from middle management.

4.7 Data Collection Techniques and Tools

With the help of a tape recorder machine, the researchers mainly used to interview participants to collect data by recording participants' interviews for later transcription and subsequent analysis. The interview guide followed a semi- structured format

giving a certain level of consistency for all participants which was flexible enough to allow participants to come up with relevant information that could lead to new areas. Participants were first questioned on their demographic characteristics such as; length of period on job, professional expectations, marital status, among others. Examples of the questions asked include ‘how long have you held this position for’ and ‘what was your professional expectation when you first came into this organization?’ Also, other questions included ‘in your opinion, what are the prospects for professional advancement in this place?’ and ‘what are some of the factors that have assisted you in your career development?’ Again, other areas of the instrument covered challenges, experiences, perception and attitudes toward women managers. All the participants who took part in the study would need to give consent for the interview session before recordings were done. Besides, the researchers also carry a notebook and pen in hand to write down any interesting observations during the interview.

3.8 Data Collection Procedure

The main source of data collection was the used of one-on one individual interviews using interview guide. The interview was started by the researchers by first introducing themselves and explaining the study purpose, the general aims and objectives of the study. This helps to build a rapport first with participants in such a way that they did not feel intimidated by the researchers’ presence. To start the samples’ selection process, the researchers formally contacted the three organizations to find out if there were women who fell in the category of middle and senior managers who fitted the inclusion criteria. After receiving confirmation, an introductory letter was send inviting them into the study, and to obtain permission to conduct interviews of women mangers who want to partake in the study. Prior to the

main study, a pilot study was first conducted to test the appropriateness of the questions and to ascertain its content validity. Four participants were used in the pilot study, two senior management members and the other two from middle management were selected for the piloting to validate the instrument. After the pilot study, some further questions were restructured and reworded, and added to the original interview guide whereas others were also modified and or maintained. After the piloted study, the actual study interviews were conducted in a less noisy environment to get good recordings of the interviews and each interview lasted on an average time of about 30 minutes.

4.9 Data Processing and Analysis

For the qualitative analysis, manual thematic and narrative analysis was use. The objective of adopting the manual thematic analysis helps to identify the patterns or similar subjects from the interview process (Maguire & Delahunt, 2017). This was done by transcribing the written notes of the responses and the audio recordings of the interview with women managers.

The transcribed results were then organized into various themes (major and sub-themes). This process involves the researchers reading through the transcriptions and jointly generating a list of recurring codes. Afterwards, coding was done by assigning a code, number or symbol to the data. The transcribed data was analyzed by using six-phase approach to thematic analysis as proposed by Maguire & Delahunt (2017). The six phase approaches of the thematic analysis procedure include: (1) familiarizing yourself with the data, (2) generating initial codes (3) searching for themes (4) reviewing themes (5) defining and naming themes, and (6) producing the report. The first phase involves the researchers reading through the raw data of the interview

recorded on tape and the field notes from the participants. The researchers after reading through the material several time to get the understanding and become familiar with the important ideas that are found in the data collected. Then the participant's ideas were outlined verbatim as they expressed it and take notes of them by highlighting the main point that can be trace back and put them in direct quotations for a careful transcription. In the second phase, a data-led approach was used whereby the analysis of the data was guided by the generation of codes. The researchers then scrutinized the data to identify codes that described the contents of a line or even a paragraph. The researchers then coded the chunks of data by using highlighters and inserted comments in the text to identify sections of the data. The researchers then continue to code all the transcripts and match the data that was extracted to demonstrate a particular code and as well add new codes where necessary. The third phase of the thematic analysis involves searching for themes from the codes that are previously determined from the data. The researchers then organized the various codes into possible themes. This was done by looking for patterns in the coding and categorized them into undefined themes. The fourth phase involves the researcher reviewing the undefined themes, and then re-read the entire data set to certify whether all the themes are really themes or not and whether the other themes need further break down into different themes. The researchers also review the themes and examine the themes in relation to the data to see whether they appeared in a consistent pattern. During this process some themes are abandoned, some are modified while others were subdivided for more themes to be generated. The fifth stage now involved defining and labelling themes and organizing them into consistent descriptions. At this point, the researcher has to identify some sub-themes which she has defined and labelled in each theme which are then tailored into the broader research objectives.

The final stage of thematic analysis involved the report writing. Here, the researcher then makes available all the descriptions and explanations of the themes in the form of a report. Extracts from the data was use to illuminate the findings of the study report.

3.10 Ethical Consideration

An institutional ethical approval was obtained from the Christian Service University College Ethics Committee before commencement of the study. Also, a written permission to conduct the research in the study area was obtained from the Kumasi Metropolitan Assembly of the Ashanti Region. Also, a written informed consent was obtained from the three (3) organizations such as Vodafone Ghana, Absa Bank and Hollard Insurance before the study as well as a verbal informed consent was obtained from the selected participants by verbally explaining to them the study topic and the purpose for conducting the study. Risks and benefits associated with the study was equally explained to the participants before the interview section. No participant was pressure or given inducement of any kind, but participants' have the freedom to either partake or withdraw at any time from the study. The study equally pays due diligence to the COVID-19 protocols by ensuring wearing of face masks and hands washing or sanitizing by both the research teams and study participants before the interview process. Data gathered from all the interviews was transcribed and typed out and is stored in files created on researchers' personal computers. Transcriptions of the data collected was kept for a period of two years after which they are destroyed. Access to the transcribed data was available to only the researchers and their academic supervisor for the purposes of ensuring confidentiality.

3.11 Limitation of the Study

Limitations to the study might include perceived fear of victimization and stigmatization on the part of the participants to restraining certain information as their experience of challenges working as female managers which might cause some harm to them and hence might want to hide some information. But the researchers have employed rapport building to encourage participants speak without fear. They were also assured of privacy, and confidentiality and protection of right and information provided to enable them speak freely. Also, identification numbers (ID) was use to ensure their identity was not expose, and as well as to ensure the validity and reliability of the information gathered.

CHAPTER FOUR

RESULTS

4.0 Introduction

This chapter presents on the results of the study which sought to investigate the challenges confronting women managers in selected corporate firms in the Kumasi Metropolis, Ashanti region of Ghana. The results of the study have been categorized into sections to include; participants socio-demographic characteristics, how women managers manage the challenges, requirements for managing these challenges, and how these challenges affect/influence organizational performance in the Kumasi metropolis. A total of twelve (12) women managers were selected from six (6) corporate firms such as Vodafone Ghana, Hollard Insurance, Absa Bank Ghana, GCB bank limited, MTN Ghana and SIC Insurance for an in-depth interview in the study area, and results were presented below;

4.1 Participants Socio-Demographic Characteristics

Table 4.1 presents on the socio-demographic characteristics of participants recruited into the study. Average age of participants was 34.33 years, and a quarter (25%) had aged 32 years and 42 years, and 16.6% aged 25, 30, and 40 years. About 41.7% were either married or single, and 16.6% had divorced, and a little over half (58.2%) were found to have had children, and the same proportion have the intention of giving birth. About two-third (66.7%) were Christians and 33.3% were Muslims, and 58.3% were Bachelor degree holders and 41.7% were Master's degree holders. In term of ranks, a quarter (25%) were either General managers or Human resource managers, 33.3% were Account officers and 16.6% were network marketers. In term of years of working experience, about 33.3% had worked for 6 years, 25% had worked for 3, and

4 years, and 16.6% had worked for 2 years in their respective corporate firms, and average years of worked experience was 4.08 years.

Table 4.1: Participants Socio-demographic Characteristics

Variable	Frequency (N = 12)	Percentage (%)
Age of participants (Mean = 34.33 years)		
25 years	2	16.6
30 years	2	16.6
32 years	3	25.0
40 years	2	16.6
42 years	3	25.0
Marital status		
Married	5	41.7
Single	5	41.7
Divorced	2	16.6
Had children		
Yes	7	58.3
No	5	41.7
Number of children had (N =7)		
2 children	4	57.1
3 children	3	42.9
Ages of children (Mean age = 8.86 years)		
3-7 years	3	42.9
8-12 years	4	57.1
Intention to give birth		
Yes	7	58.3
No	5	41.7
Religious affiliation		
Christianity	8	66.7
Muslim	4	33.3
Educational qualification		
Bachelor Degree	7	58.3
Master's Degree	5	41.7
Profession Rank/Position		
Network Marketer	2	16.6
Account Officer	4	33.3
General Manager	3	25.0
Human Resource Manager	3	25.0
Type of corporate firm working		
Vodafone Ghana	2	16.6
Hollard Insurance	3	25.0
Absa Bank Ghana	3	25.0
GCB bank limited	1	8.3
MTN Ghana	1	8.3
SIC Insurance	2	16.6

Number of years worked in firm (Mean = 4.08)

2 years	2	16.6
3 years	3	25.0
4 years	3	25.0
6 years	4	33.3

Source: Field Data, 2022

4.2 Challenges Women Managers' Face in their Managerial Roles, and ways of Managing these Challenges

From the study, 10 out of 12 participants said women managers faced various challenges ranging from their field of occupation and family issues. Despite these combined difficulties, findings showed that most women managers adopt ways to combined their current roles as managers and as well as ensure the effective performance of their family duties. These combined efforts were found to include; being resilient in time management, ensuring efficient planning and assigning tasks when necessary. Regarding the professional expectations, goals and aspirations of most participants after assumption of managerial role, findings showed most seek to rise higher in their professions of either becoming a general manager or achieving a much higher position than their current position to enable them contribute significantly to the success of the institution.

“For me, my professional goal and aspiration in this institution is become a General Manager because I am currently in charge of accounts” (Female participant, 32 years, and Account Officer).

Findings further indicate, 6 out of 12 participants were either area managers or human resource managers, and 4 out of 12 were Account officers, Credit Officers and Supervisors in their respective institutions of work.

“For me, currently I am the Area manager of Vodafone Telecommunication Network in this area” (Female Participant, 40 years, and Area Manager of Vodafone).

For years of working experience, findings showed about 7 out of 12 participants had worked less than five (5) years, and 5 out of 12 participants had worked above five (5) years in their current position.

“For the duration of service in my current position, I can say I have worked in this position for over eight (8) years as a manager” (Female participant, 42 years, and Human Resource Manager).

In term of adjectives that defined each participants’ characteristics to withstand challenges in the performance of their combined duties as a manager were reported to include; been sociable, adorable, hardworking, approachable, able to withstand pressure, been persistent, sincere, thoughtful, easy going and adaptable, well organized, reliable, honest, imaginative, genuine, and been patient in working with others.

“For me adjectives that defined me in the performance of my duties are that, I am very sociable, hardworking, imaginative, genuine, patient, adaptable, and persistent. I believe these are the adjectives that keep me going in my current position” (A 30 years old female participant, General Manager of Absa Bank)

Also, in term of whether there is a glass ceiling that blocked women from reaching the top in leadership role, findings showed 8 out of 12 participants said they do not

perceive any glass ceiling at their place of work. However, 4 out of 12 said they perceived glass ceilings, and attributed these to gender stereotypes and biases.

“Yeah, for glass ceiling is there, some men usually think been a woman you are on the weaker side, and hence perceived you (woman) to be incompetent occupying managerial position” (A 25 years old female participant, Account Officer).

To add, attitudes and behaviour of society, and more especially males’ counterpart were noted to formed part of the glass ceilings which hamper the progress of women in leadership and managerial position. Findings showed 10 out of 12 participants said that, most usually people think been a woman manager you got your job on a silver platter and hence turn to disrespect you. Other people also perceived woman managers been too principle, not fit for the job, cannot achieve the desire results and above all been arrogance with the position.

“For me, people usually think being a woman you got the job on a silver platter, and do not want to respect you like how they will respect the men” (A 30 years old Network Marketer, MTN Ghana)

However, most participants attributed their reasons to occupying such a position to been ambitious of achieving the set goals, hardworking, productive and either been results oriented or results driven to meeting the goals of the institution. Regarding ways to improve professional standards to help them manage challenges associated with managerial role were attributed to the need to provide women managers with in-service training, workshops, and seminars to increased skills and knowledge acquisition of women in managerial position to withstand these challenges.

“For me prospects for professional advancement in my current institution should be through in-service training and workshops. Because, acquisition of knowledge is never limited” (Female Participant, 32 years, and Human Resource Manager).

Again, elements that are instrumental to getting women occupy managerial position, and be able to manage these associated challenges were attributed to developing boldness in women to produce the needed results, as well as building women competencies and qualification through higher education. Also, other study respondents cited patient level of women, honesty, been industrial, people centered and promoting exceptional managerial skills of women.

“For me, factors that are instrumental to women in managerial position should include; women competencies, been results oriented person, level of patience, hardworking nature, and honesty, as well as some exceptional managerial skills” (Female participant, 42 years old, and Human Resource Manager)

4.3 Requirements for managing these challenges in selected corporate firms

From the study, current reported challenges women managers faced in the selected institutions where they work include; low patronage of service, difficulties with others due gender biases, and sabotaging by colleagues’ staff even colleague women.

“Yes, since I became area manager of Vodafone Telecommunication Network, one major challenge I faced was low patronage in Vodafone electronic cash services” (Female Participant, 40 years, and Area Manager of Vodafone).

“For me, it was difficult getting along or fitting in with others because they thought I don’t have what it takes as a manager. When I began work at my new post, most people including women thought I wasn’t fit for the job because of the work nature” (A 30 years old female participant, General Manager of Absa Bank).

“Yeah, it was difficult for people to welcome and accept a woman as a general manager. Because, they think women general manager are incapable to do the work” (Female participant, 42 years, and Human Resource Manager).

However, findings showed that 10 out of 12 participants intend to continue to work in their company or firm despite the challenges. Efforts employed by the company in developing their skills and knowledge were noted to include attending workshops and conferences as well as getting family support, zeal to get to the top, and desire to strive for more excellence in career development. In terms of major barriers that influence women ascending to the top of managerial position were cited to include; inferiority complex by the community, and not given enough space to freely work as a woman but is being interfered by others. Coping strategies adopted by women managers in these circumstances to mitigate the challenges were noted to include; being self-assertive, public education and sensitization, and being focused on the job because you are equally competent as your colleagues, and that is why you were given the job.

“For me, to overcome these challenges I usually stayed focused on the job because I knew what I wanted, and alongside I do self-assertion or self-introspection of the work I had performed” (Female participant, 32 years, and Account Officer).

In addition, requirements for women managers to overcome challenges in their respective institutions were attributed to the individual skill and knowledge level, personality traits, emotional intelligence, psychology and social relations could help in overcoming challenges faced by women managers. Others also cited the individual ability to keep focus, work diligently, not paying attention to critics' comments, and equally not been gender bias in her line of duty.

“Yes, to be able to overcome these challenges, you must keep focus, work diligently, not paying attention to every comment by critics or taking your critics comments as a credit, and not letting gender biases to get into the way of your duties”
(A 30 years old Network Marketer, MTN Ghana).

Notwithstanding, most women managers in the current study have future career needs, goals and aspirations for themselves and the organization they work. These future goals and aspirations were found to include aspiring to become one of the best lawyers, the organization or the country has ever seen.

“Yes, my career needs, goals and aspirations are that, I aspire to be one of the best lawyers, the country has ever seen” **(Female participant, 42 years, and Human Resource Manager).**

4.4 Influence of Challenges on Organization/Firms' Performance

From the study, findings showed these challenges women managers have influence on the performance of the organization in term of productivity output, because some women managers said they sometime loss concentration in the discharge of their duties, and these contribute to losses in work output and overall performance of the

organization. However, some also they have developed tough skin to their critics' comments and so do not allow such comments to get over them to affect their productivity.

“For me, well I don't let critics get to me if I truly want to achieve something positive, and so these comments do not get the best out of me” ((A 25 years old female participant, Account Officer).

To add, factors that could affect organizational performance and advancement in career of women managers were attributed to lack time because some critics comments disrupt attention and time leading to low productivity as well as increased work load resulting from waste time thereby having great impact on the performance of the institution, and attainment of set goals and objectives. In term of whether individual personality as a manager can help mitigate these challenges and influence the success of the managers as well as improve the performance of the organization.

Findings showed 10 out of 12 participants agreed to the statement that individual personality trait and character can contribute to the manager's success and performance of the organization, while 2 out of 12 participants had disagreed. For leadership styles of individual managers, findings revealed that 3 out of 12 participants were said to be transformational in their leadership, while 9 out of 12 participants said their leadership styles were either participatory or democratic whereby they involved their subordinates in decision making regarding organizational goal and success.

4.5 Discussion

This section discusses the results of the study based on the study objectives which sought to investigate the challenges confronting women managers in selected corporate firms in the Kumasi Metropolis with relevant literatures of other scholars.

4.5.1 Challenges Women Managers` Face in their Managerial Roles, and ways of Managing these Challenges

From the current study women managers faced various challenges ranging from personal factors, socio-cultural norms and beliefs, and societal perceptions of women been the weaker vessel as previously noted in studies by Woodside et al. (2016), and Mordi et al., (2010) citing culture norms and beliefs as major challenges that represents a complex whole of human attitudes, beliefs, values and behavior toward women desiring for management and leadership position. In the current study, findings showed that, 10 out 12 participants noted challenges women managers faced in their working place to involves gender stereotypes and biases. Gender stereotypes and biases are major issues that silent women in their quest to climb managerial and leadership ladder. Therefore, those who cannot withstand this will then not come out but will continue to shield themselves. However, gender stereotyping and biases were not only noted in the current study but shared similarities with studies conducted by Kray et al., (2001); Kray et al., (2001); Bergeron et al., (2006); and Davies et al., (2005). Notwithstanding, findings from the current study have showed that most women managers adopt ways to withstand these challenges in the performance of their duties, and these involve been sociable, adorable, hardworking, approachable, able to withstand pressure, been persistent, sincere, thoughtful, well organized, reliable, honest, imaginative, and genuine. However, this shared dissimilarities with

Cundiff & Komarraju, (2008); Wood and Lindorff, (2001); and Lyness and Judiesch, (2001) studies. To add, it was intriguing to note that, most study participants said they do not perceive any glass ceiling at their place of work. Most women managers not perceiving any glass ceiling in their work place could be attributed to public education and sensitization undertaken by women groups and non-governmental and civil society organizations could have contributed to the reduce stigma and gender stereotyping among women managers in their work place. Also, findings from the current study further showed 10 out of 12 participants said that, most usually people think been a woman manager you got your job on a silver platter and hence turn to disrespect you which posed great challenge to women managers. Other people also perceived woman managers been too principle, not fit for the job, cannot achieve the desire results and above all been arrogance with the position. These identified challenges formed the glass ceilings women managers faced and undermines women managers quest to climb the leadership and managerial position. These challenges were found to shared similarities with Cesaroni and Sentuti, (2014); Berry & Franks, (2010); Catalyst, (2013); Sahadi, (2015); and Sanchez-Hucles, & Davis, (2010) studies which equally identified discrimination to be the major glass ceiling, and remains a deep hole of demarcation between women who are able to reach the top and the majority who are left behind in the pit hole. Regarding ways to improve professional standards to help them manage challenges associated with managerial role were attributed to the need to provide women managers with in-service training, workshops, and seminars to increased skills and knowledge acquisition of women in managerial position to withstand these challenges. Again, elements that are instrumental to getting women occupy managerial position, and be able to manage these associated challenges were attributed to developing boldness in women to

produce the needed results, as well as building women competencies and qualification through higher education. Also, other study participants cited patient level of women, honesty, been industrial, people centered and promoting exceptional managerial skills of women. These were found to shared similarities with Sanchez-Hucles & Davis, (2010); Vinkenburg et al., (2011); and Powell et al., (2004) in relation to measures to support women managers in leadership and managerial position.

4.5.2 Requirements for Managing these Challenges in Selected Corporate Firms

In term of ways and requirements for managing these challenges in selected corporate firms among women managers were identified to involve various measures and actions to promote women ascending to leadership and managerial position. From the study, current reported challenges women managers faced in the selected institutions where they work include; low patronage of service, difficulties with others due gender biases, and sabotaging by colleagues' staff even colleague women. These were found to shared relation with studies conducted by Sanchez-Hucles & Davis, (2010); and Thorpe-Moscon & Pollack, (2014). Strategies to mitigate these challenges were found to include developing the skills and knowledge of women through attending workshops and conferences as well as getting family support, zeal to get to the top, and desire to strive for more excellence in career development. These strategies to mitigating the challenges were found to shared similarities with Thorpe-Moscon & Pollack, (2014) study, and Catalyst (2014) study which cited job commitment, purposeful career development, positive mentoring relationships, strong sponsorship and diverse network were identified to help in the management of these challenges and propelling women to the top level of leadership. In the current study, among others barriers that influence women ascending to the top of managerial position were

cited to include; inferiority complex by the community, and not given women enough space to freely work was identified as strong impediments to women progression in their choice of career development. Regarding coping strategies adopted by women managers in these circumstances to mitigating the challenges were noted to include; been self-assertive, public education and sensitization, and been focused on the job because you are equally competent as your colleagues, and that is why you were given the job. These were equally found to shared similarities with studies conducted by Davis, (2012); and Davis & Maldonado, (2015), but had shown dissimilarities with studies conducted by Lane-Washington & Wilson-Jones, (2010). In addition, findings from the current study have shown that, requirements for women managers to overcome hindrance in their place of work were attributed to the individual personality traits, emotional intelligence, psychology and social relations with other could help in overcoming challenges faced by women managers. Women ability to keep focus, work diligently, not paying attention to critics' comments, and equally not been gender bias in their line of duties were equally cited as mitigating measures to preventing these challenges and hindrance in their duty posts.

4.5.3 Influence of Challenges on Organization/Firms' Performance

Challenges faced by women managers in corporate firms could have significant influence on the performance of organizations and corporate firms. Findings from the current have showed that, challenges women managers faced have influence on the performance of the organization in term of productivity output, because some women managers said they sometime loss concentration in the discharge of their duties due to criticism, and these when happen contribute to losses in work output and overall performance of the organization. These findings were found to shared similarities

with Catalyst, (2014); and Nyeadi, Kamasa, & Kpinpuo, (2021) study in Ghana which found enormous influence on corporate firms when women managers are been criticize by their males' counterparts or when top management of corporate firms are dominated by males. However, some findings in the current study indicate contrary view as some women managers said they have developed tough skin to their critics' comments and so do not allow such comments to get over them to affect their productivity. This was however found to shared dissimilarities with studies of International Finance Corporation (2018), which noted males' domination of females in top management position in corporate firms to have significant influence on organizational productivity output. To add, findings in the current study also identified factors that could affect organizational performance and advancement in career of women managers to be due to lack time because some critics comments disrupt attention and thus affect time utilization thereby leading to low productivity, and increased work load due to time that has been wasted, and therefore have great impact on the performance of the institution, and attainment of set goals and objectives. In term of whether individual personality as a manager can help mitigate these challenges and influence the success of the managers as well as improve the performance of the organization, findings from the current study has shown that, 10 out of 12 participants had agreed that individual personality trait and character can contribute to the manager's success and performance of the organization, while 2 out of 12 participants had disagreed. These were found to shared similarities with studies conducted by Ganguli et al., (2014); Kattara, (2015); and Eagly & Karau, (2002). Again, findings from the current study have shown that leadership styles of individual managers revealed 3 out of 12 participants were said to be transformational leaders, while 9 out of 12 participants said their leadership styles were either participatory or

democratic whereby they involved their subordinates in decision making regarding organizational performance and success.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This section presents on the summary of the study findings to drawn sound conclusions and make recommendations to stakeholders and policy makers to help find solutions to the challenges women managers faced in corporate firms, and improve on women ascending to leadership position and managerial role in the Kumasi metropolis.

5.1 Summary of Findings

A total of 12 participants were studied, and average age was 34.33 years. About 41.7% were married, and two-third (66.7%) were Christians. More than half (58.3%) hold Bachelor degree, and 6 out of 12 were either area managers or human resource managers, and 4 out of 12 were Account officers, Credit Officers and Supervisors, with average years of worked experience of 4.08 years. In term of glass ceiling, 8 out of 12 said they do not perceive any glass ceiling, and 4 out of 12 perceived glass ceilings, and this was attributed to gender stereotypes and biases. About 10 out of 12 participants said that, most usually people think been a woman manager you got your job on a silver platter and hence turn to disrespect them. Other people also perceived women managers been too principle, not fit for the job, and been arrogance with the position. Measures to mitigate these challenges were attributed to the need to provide women managers with in-service training, workshops, and seminars to increased their skills and knowledge. To withstand these challenges also some participants cited been sociable, adorable, hardworking, approachable, been persistent, sincere, and been

patient could help women managers overcome these challenges. Challenges related work were cited to include; low patronage of service, difficulties working with others due gender biases, and sabotaging by colleagues' staff even colleague women. In addition, barriers that influence women ascending to the top of managerial position were cited to include; inferiority complex by the community, and not given women enough space to freely work as a woman but is been interfered by others. Coping strategies adopted by women managers in these circumstances to mitigating the challenges were noted to include; been self-assertive, public education and sensitization, and been focused on the job. Other coping strategies were found to include individual personality traits, emotional intelligence, and social relations of the woman. Challenges influence on organizational performance were attributed to loss of concentration leading to decreased work output. Leaderships styles of women managers showed 3 out of 12 were transformational, and 9 out of 12 were participatory or democratic kind of leadership.

5.2 Conclusions

Challenges women managers faced at work place were reported to include; gender stereotypes and biases, inferiority complex by the community, and not given women enough space to freely work as women. Challenges related work were cited as low patronage of service, difficulties working with others due gender biases, and sabotaging by colleagues' staff even colleague women. Requirements for managing these challenges were attributed to the need to provide women managers with in-service training, workshops, and seminars to increased their skills and knowledge. Coping strategies to managing these challenges by women managers were been self-assertive, public education and sensitization, been focused on the job, individual

personality traits, emotional intelligence, and social relations of the woman. Influence of challenges on organizational performance were attributed to loss of concentration leading to decreased work output, and inability to achieve organizational goals and targets. Leadership styles of women managers showed 3 out of 12 were transformational, and 9 out of 12 were either participatory or democratic in the discharge of their leadership responsibilities.

5.3 Recommendations

The following recommendations have been suggested to stakeholders and policy makers such as Corporate firms, Assemblies, Commission on Human Right and Administrative Justice (CHRAJ), National Commission for Civic Education (NCCE), and Civil Society Organizations;

1. Gender stereotypes and biases are still pervasive in our society as noted in the current study, and hence the NCCE should undertake public education and sensitization to educate the general public, and especially men on gender neutrality to help fight against gender stereotypes and biases
2. Corporate firms should organize sensitization workshops, seminars and conference to equip women and men on gender issues to help build social cohesion at work places
3. The CHRAJ which is a body mandated to protect human right issues should punish any human right violation of women to serve as deterrent to others, and help protect women rights to work in capacity of management and leaderships
4. The Civil Society Organizations should support institutions such as CHRAJ, and NCCE to identify and report cases of human right violation relating to

women in leadership and managerial position to help promote women ascending to managerial position.

5. The metropolitan assembly should enact by-laws in their assemblies to help protect vulnerable groups such as women in leadership and managerial position to promote women desire in leadership.

5.4 Area of further research

1. There should be further research conducted using quantitative method to identify significant socio-cultural and demographic factors influencing low level of women in managerial and leadership.

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APPENDIX

Appendix 1: Interview Guide

Part 1-Participants Socio-demographic information

1. How long have you worked in this organization?
2. How old are you now (optional)?
3. Tell me about your academic and professional background.
4. What is your current marital status?
5. What is your religious faith?
6. Do you have children? How old are they?
7. Do you have any intention of having more?
8. How do you combine your current role with other roles as a woman like family duties?
9. What were your professional expectations, goals or aspirations when you first came into this organization?

Part 2- Challenges women managers face, how women managers manage these challenges, requirement for managing these challenges and how these challenges influence organizational performance.

1. What is your current position?
2. How long have you been in this position?
3. How would you describe yourself in five (5) adjectives?
4. Do you perceive a glass ceiling to be in place at your workplace?
5. How do you think other people perceive your occupying this position? Or how is the behaviour/attitudes of other people toward you?
6. What do you think of yourself as occupying this position?

7. In your opinion, how are your prospects for professional advancement in your current company? Why?
8. What factors have been instrumental in your occupying this position?
9. What are the greatest challenges you faced or are facing in your current company?
10. Do you intend to stay at your current company in the long term?
11. In hindsight how do you see your experience of occupying this position in comparison to men with the same qualification and experience? Please provide an example.
12. How do you see your chances for professional advancement if compared to men in a similar role as yours? Please provide an example.
13. What are the factors that have assisted in your career development?
14. What were or are your main challenges or acted as barriers during their ascent?
15. How are you coping with these challenges or how were you able to overcome these challenges?
16. How does your job climate or organizational culture help in reducing or escalating these barriers?
17. What does it take for a woman manager to overcome these challenges (the requirements for managing these challenges or barriers)? Probe on skills, personality, emotional, psychological, and social requirement
18. What are your career needs, goals and aspirations now? Would you say it has changed from when you first came into this organization?
19. How do these challenges influence the organizational performance? Or your performance in the organization to achieving the overall organizational goal?

20. What are the factors that have hindered your career advancement?
21. What are your future goals and perceived barriers to reaching those career goals and aspirations?
22. Has your personality in any way accounted for your success?
23. What leadership style would you say you use on your subordinates?
24. Is there anything else you would like to add?

Thank you for your time and attention!!